

CHAPTER 12

LOGISTICS MANAGEMENT

“You will not find it difficult to prove that battles, campaigns, and even wars have been won or lost primarily because of logistics.”

General Dwight D. Eisenhower, 1945

SECTION I INTRODUCTION

12-1. Chapter content

The logistic lessons of World War II and subsequent wars and missions have taught us that the luxury of time is not always available and that planning and preparedness pays off in logistics as it does in all other operations. The concept of a force projection Army rather than a forward deployed force coupled with a reduced size has significant logistic implications requiring a smaller footprint outside the continental United States (OCONUS) while being more responsive to the troops in the field. The basic mission of the logistics system is to support the soldier in the field and in the garrison with what is needed, when, where, and in the condition and quantity required, at optimum expenditure of resources. This is the common thread, which connects all logistics activity. This chapter provides an overview of the Army’s logistics system from the Department of the Army (DA) and U.S. Army Materiel Command (AMC) levels. It includes:

- Logistics tasks and roles of major commands and agencies.
- Management, organization, and functions of the DA Deputy Chief of Staff for Logistics (DCSLOG) and AMC.
- Standard systems.
- Funding procedures.
- Security assistance.

12-2. Definitions

a. Army logistics includes those activities that support the movement and sustainment of a combat force. There are five functional elements of logistics.

(1) Supply involves acquiring, managing, receiving, storing, and issuing all classes of supply, except Class VIII, required to equip and sustain Army forces. It is a wide-ranging function that extends from determination of requirements at the national level down to issue of items to the user in the theater.

(2) Maintenance entails keeping materiel in a serviceable, operational condition, returning it to service, and updating and upgrading its capability. It includes performing preventive maintenance checks and services; recovering and evacuating disabled equipment; diagnosing equipment faults; substituting parts, components, and assemblies; exchanging

serviceable materiel for unserviceable materiel; and repairing equipment. The ultimate key is to anticipate requirements.

(3) Transportation is moving and transferring units, personnel, equipment, and supplies to support the concept of operations. Transportation incorporates military, commercial, and supporting nation capabilities. Transportation assets include motor, rail, air and water modes and units; terminal units, activities, and infrastructure; and movement control units, and activities.

(4) Field services involve feeding, clothing, and providing personal services for soldiers. It consists of clothing exchange, laundry, shower, textile repair, mortuary affairs, preparation for aerial delivery, and food services.

(5) Engineering support affects the ability of combat service support (CSS) elements to support Army operations that are dependant on the capacities of the existing theater infrastructure such as force reception/bed down, and storage facilities, road/rail networks, and ports and airfields. Though not a CSS function, engineering support plays a critical role in the delivery of CSS by enhancing these capacities. Engineer units, normally in a direct support (DS) relationship to CSS assets, are responsible for constructing, maintaining, and rehabilitating the theater distribution system. Their responsibilities include support to other Services, agencies, and allied military forces in joint and multinational theaters of operations. The numbers and types of engineer units involved in such operations depends on mission, enemy, terrain, troops and time (METT-T) factors including the size of the support bases required, existing host nation (HN) infrastructure, and the perceived threat. Further details on operational engineering support are found in FM 3-0, FM 5-100, and FM 5-116.

b. The logistics system is a corporate process consisting of organizations, personnel, procedures, and equipment working within established policy toward the mission of planning, moving, and maintaining U.S. Army forces and other Services or allies.

c. Logistics doctrine is a body of fundamental principles guiding commanders and logistics staff planners and operators in their support of military forces. It is authoritative, but requires judgment in application.

d. Levels of logistics have traditionally been reflected by the type of work accomplished. Traditionally, the Army has operated two major levels of logistics support.

(1) *Strategic.* This includes the AMC integrated material management centers (IMMCs), which perform supply and maintenance management tasks oriented to commodity commands; depots, arsenals, data banks, plants and factories associated with AMC activities; and special activities under DA control. Examples of organizations other than AMC with strategic responsibilities to support Army logistics include the General Services Administration (GSA), and Defense Logistics Agency (DLA). Strategic functions have been generally performed in the continental United States (CONUS) and are intended to support and sustain retail level activities.

(2) *Retail.* This includes non-strategic functions subdivided into three types:

(a) General support (GS). This includes both modification table of organization and equipment (MTOE) and table of distribution and allowances (TDA) units at echelon above corps that perform GS-level logistical functions (typically involving supply ((receipt, storage, issue, and stock control))), and maintenance functions. GS-level functions are normally performed in support of the theater-level logistics system.

(b) Direct support (DS). This includes both MTOE and TDA units, which perform DS-level logistics directly in support of user units/activities.

(c) User. This includes MTOE and TDA units in the field, performing unit and operator maintenance on organic equipment and unit supply functions.

e. *Logistics concepts are evolving:* It is important to note that the traditional separation between wholesale and retail logistics processes is being altered by movement to centralized management and execution of logistics support under a national provider concept. Initiatives such as the single stock fund, national maintenance management, and efforts to modernize logistics automated information systems are designed to remove artificial barriers between logistics levels to ensure that units are fielded, equipped, and sustained in an integrated process. Thus, in this document we will refer to functions, which are national in nature, i.e., encompass broad responsibility ranging from foxhole to depot.

SECTION II

LOGISTICS TASKS AND ROLES

12-3. Logistics tasks

The Secretary of Defense issues logistics guidance to the Services as part of the Defense Planning Guidance (DPG). Within this broad guidance, the Services develop their own programs. The Army's logistics tasks stem from its primary Title 10 mission, "...to organize, equip, and train Army forces for the conduct of prompt and sustained combat operations on land." The implied logistics tasks are to:

- Equip Army forces.
- Sustain combat operations on land.
- Establish reserves of equipment and supplies and provide for expansion of peacetime components.
- Formulate logistics doctrine and support procedures.
- Develop, garrison, supply, equip, and maintain bases and other installations.

12-4. Logistics roles

Logistics roles evolve from the organization adopted to perform the tasks at each major level of logistics activity.

a. **HQDA.** At Headquarters, Department of the Army (HQDA), staff supervision is exercised by—

- Assistant Secretary of the Army (Acquisition, Logistics, and Technology) (ASA(ALT)).
- DCSLOG.
- Chief of Engineers.
- The Surgeon General.
- Chief, National Guard Bureau.
- Chief, Army Reserve.

b. **Below HQDA.** Below HQDA, logistics responsibilities are fulfilled by—

- Major Army commands (MACOMs).
- Field operating agencies (FOA).
- Army National Guard Bureau.
- Non-Army agencies.

c. Role of AMC. AMC is the Army's readiness command – supporting every soldier every day. AMC performs assigned materiel and related functions for research, development, acquisition; logistics support, and technical assistance for materiel systems; and other materiel-acquisition management functions. Its complex missions range from the development of sophisticated weapon systems to cutting-edge research, to the distribution of spare parts.

(1) *AMC missions.*

(a) Provide equipment and services to other nations through the Security Assistance Program.

(b) Develop and acquire non-major systems and equipment.

(c) Provide development and acquisition support to program managers.

(d) Maintain the industrial mobilization capabilities necessary to support the Army.

(e) Manage Army pre-positioned stocks (APS), less Class VIII, worldwide.

(f) Manage the Logistics Civil Augmentation Program (LOGCAP).

(g) Serve as the Department of Defense (DOD) single manager for conventional ammunition.

(h) Provide national level maintenance support.

(2) *AMC personnel.* Personnel, working in approximately 350 locations in over 40 State and more than a dozen foreign countries carry out AMC's function. AMC operates through major subordinate commands (MSCs) and directs the activities of its depots, laboratories, and procurement offices throughout the world.

(3) *Challenges.* AMC has many challenges, which are similar to business operations in the private sector. It manages inventory accounts worth tens of billions of dollars and ranks in business volume with the top ten corporations in the United States. To develop, buy, and maintain materiel for the Army and other Services, AMC partners with industry, as well as colleges and universities to ensure that state-of-the-art technology is integrated for the defense of the nation. Soldiers, many with highly developed specialties in weapons development and logistics, work side-by-side with a large civilian work force of scientists, engineers, systems analysts, accountants, computer programmers, and many others.

(4) *AMC functions.*

(a) AMC provides management direction and technical guidance in services such as laundry, dry-cleaning, clothing initial issue points, central issue facilities, field laundry and showers, demilitarization, and disposal direction.

(b) AMC has responsibility for the management and accountability of APS – less Class VIII. Similarly, AMC manages and accounts for operational projects stocks.

(c) AMC has forward commands in Far East, Southwest Asia, Europe and CONUS. The forward commands integrate AMC activities, which provide technical assistance and sustainment to the soldier everyday. They also plan AMC support to the warfighter. AMC has a rapidly deployable pool of highly skilled technicians to augment the forward command during military operations

(d) In addition to its military and DA civilians, AMC can deploy contractor personnel to augment the Army's force structure. AMC is the program manager for LOGCAP. The LOGCAP proponent within HQDA is the DCSLOG. LOGCAP is a program designed to

pre-plan support as required to meet Army crisis and wartime support requirements worldwide using global corporate assets. Since 1992, LOGCAP has responded to several crises by providing superb and timely combat support and combat service support, including base camp construction and operations in the former Yugoslavia plus heliport support in East Timor. LOGCAP compliments and augments the Army's force structure as COMPO 9. LOGCAP does not replace force structure.

(e) AMC also manages operational policies, programs, objectives, and resources associated with operational projects worldwide. All of the above functions and capabilities are available to the Army component commander /Army forces (ACC/ARFOR) through the AMC logistics support element (LSE).

(f) AMC is the Army's single stock fund (SSF) manager and as such, will serve as the single national manager with sole obligation power for the Army Working Capital Fund, Supply Management Army (AWCF-SMA). In this capacity, AMC will consolidate management of current wholesale, theater, corps/installation, and division authorized stockage list (ASL) inventories into a seamless logistics and financial system and create an integrated supply and maintenance operation in the ACWF-SMA business area. Non-Army managed items (NAMIs) such as fuel, subsistence, clothing, engineer supplies, and medical items not included in the SSF will be passed the SSF and will be transmitted directly to DLA.

(g) AMC will oversee the National Maintenance Program. The National Maintenance Program is characterized by single maintenance standards for repair and return of components to AWCF stocks. The National Maintenance Program is an enabler of the SSF and will eliminate unnecessary maintenance redundancy throughout the Army. Under the National Maintenance Program, installations will be allowed to compete for contracts to conduct source of repair (SOR) work for reparable exchange (RX) line items that have a national requirement.

d. Role of the U.S. Army Corps of Engineers (USACE). Designated a MACOM on 16 June 1979, the USACE plays a major role in the Army's overall logistics system. The USACE performs military construction, installation support, real estate, research and development, and civil works missions in peacetime. It provides a base for rapid conversion of its resources to support general war and other national emergency conditions. The six components of the USACE mission are:

(1) Manage and execute engineering, construction, and real estate programs for the U.S. Army and Air Force and perform research and development (R&D) in support of these programs.

(2) Manage and execute installation support programs for Army installations.

(3) Manage and execute civil works programs, including the design, planning, engineering, construction, and R&D functions in support of this program.

(4) Perform R&D through nonsystem-specific advanced development in systems, specialized equipment, procedures, and techniques relevant to engineer support of combat operations.

(5) Develop and maintain a capability to mobilize readily in response to national security emergencies, domestic emergencies, and emergency water planning programs.

(6) Develop technology, and design and construct facilities and structures in support of Army space initiatives.

e. Role of other MACOMs—CONUS.

(1) The U.S. Army Training and Doctrine Command (TRADOC) manages all individual schooling; formulates concepts, doctrine, organization, and materiel objectives and requirements for Army forces in CONUS and overseas; and develops and promulgates doctrine for the user, direct support, and general support levels of logistics.

(2) U.S. Army Combined Arms Support Command (CASCOM), a subordinate command of TRADOC, has the mission to develop, test, integrate, and disseminate CSS doctrine and systems for CONUS Army installations and for forces deployed overseas. There are five major functions performed by CASCOM.

(a) It develops and evaluates CSS concepts, doctrine, organizations, systems, and materiel concepts and requirements, and planning factors for the Army. It ensures the personnel service support, supply, maintenance, transportation, services, and facilities systems designed for the Army in the field and the CONUS retail logistics systems are compatible with the sustaining base system.

(b) It acts as TRADOC proponent for CSS training and monitors and evaluates CSS training at TRADOC schools. It ensures CSS course content is consistent with approved doctrine. It assesses the training evaluation process at associated schools.

(c) It conducts CSS exercises and manages the development of CSS training materials for Active Army and Reserve Component (RC) units.

(d) It serves as a principal adviser to DA, TRADOC, and AMC on all CSS matters. It provides direction, guidance, and taskings to assigned combat development activities, associated schools, MACOMs, and HQDA staff agencies for their contribution to CSS development and training.

(3) U.S. Army Forces Command (FORSCOM) is responsible for all operational Army forces in CONUS and, as such, provides retail-level logistics support to all assigned units and to those activities which are tenants of its installation.

(4) The U.S. Army Medical Command (MEDCOM) provides a single manager for all health care delivery and supporting services in all 50 State and commands the Army hospital system.

(5) The Military Traffic Management Command (MTMC), as the DOD single surface traffic manager, provides traffic management, transportation engineering, and common-user surface terminal services to all DOD customers, requisitioners and contractors. As a jointly staffed Army component command of the U.S. Transportation Command (USTRANSCOM), MTMC's primary mission is executing the nation's first leg of strategic mobility. In this capacity, it ensures the safe, secure, and economical worldwide movement of DOD units, personnel, and materiel. It is also responsible for the movement of personal property for Service members, DOD civilians, and other government agency members, and manages the contract city-pair airfare, commercial bus, Federal rental car, and the Army's commercial travel program.

(a) To accomplish its vital role, MTMC is developing and fielding a number of information systems dedicated to the improvement of global transportation. These include the Transportation Coordinator - Automated Command and Control Information System (TC-ACCIS), which provides automation of Army unit deployments and peacetime transportation functions at U.S. and overseas mobilization stations. CONUS Freight Management (CFM) System provides automated electronic data interchange (EDI) / electronic commerce (EC) for the managing, rating, and routing of DOD freight movements within CONUS. It will increase the efficiency and accuracy of general cargo government bill of lading (GBL) preparation. The

Worldwide Ports System (WPS) will support MTMC's terminal management and cargo documentation mission during peace and war. The Strategic Deployment System (STRADS) will be MTMC's command and control system for peacetime planning and wartime execution support. The Transportation Operational Personal Property Standard System (TOPS) automates and standardizes the personal property movement, storage, and management functions at DOD transportation offices worldwide.

(b) MTMC Transportation Engineering Agency provides the scientific engineering and transportation expertise to analyze and improve the transportability of military equipment, the deployability of Army units, and the effectiveness of the DOD transportation programs for national defense.

f. Role of MACOM (Theater of Operations). Logistics in the theater of operations is tailored to support the combat force requirements for each situation. Consideration is given to the variety of missions, which tend to make each logistics requirement different in terms of amounts and types of supplies, maintenance, transportation, and services needed. Consequently, the organizations cover a full spectrum of possibilities ranging from a large theater of operations comprised of one or more corps to support levels required by a division or separate brigade.

(1) The theater army commander is responsible for providing logistics support to all Army units and contractors in the theater. This responsibility is executed through one or more subordinate theater army area commands or a functional command such as personnel, transportation, medical, or engineer. The commander manages theater logistics support by establishing broad policies, allocating critical supplies, and assigning missions. Additionally, the commander manages and controls selected items through the theater army materiel management center (MMC) and provides for centralized movements control for U.S. Army forces through the transportation movement control agency (TMCA).

(2) The theater support command (TSC) is an intermediate command under Theater Army, and its area of operations is located in the communications zone (COMMZ). In peacetime and during hostilities, the TSC provides direct and general supply and maintenance support to all theater units in the COMMZ to include non-corps units, joint elements, allied forces, and units passing through the COMMZ. The TSC MMC manages the supply and maintenance support within the communications zone.

(3) The corps support command (COSCOM) provides maintenance, supply, transportation, health services, and field services support to an Army corps. Within the corps zone, nondivisional units receive supply and maintenance support from the COSCOM. Additionally, the COSCOM provides backup support to the divisional units. Its functional centers, the MMC and movement control center (MCC), perform the major tasks of managing the supply, maintenance, and transportation functions.

(4) The division support command (DISCOM) orchestrates divisional logistics operations. It directs support maintenance, supply, transportation, health services, and field service support to an Army division.

g. Army and Air Force Exchange Service (AAFES).

(1) AAFES is the provider of supply Class VI (personal demand items) for the Army and Air Force. It is a joint command of the Departments of the Army and Air Force. The AAFES commander is a general officer responsible to the AAFES Board of Directors (BOD). In turn, the Board is responsible to the Secretaries of the Army and Air Force through their respective chiefs of staff. The chairmanship of the BOD alternates between the two Services approximately every three years. AAFES commander and vice commander positions also

alternate between the Army and the Air Force. Primarily a civilian-run organization under military leadership, AAFES employs about 54,000 people, and operates approximately 10,500 facilities worldwide. AAFES worldwide headquarters is located in Dallas, Texas; two subordinate headquarters manage operations within the Europe and Pacific Regions.

(2) The mission of AAFES is to provide merchandise and services of necessity and convenience to authorized patrons at uniformly low prices, and to generate funds to supplement appropriated funds for the support of morale, welfare, and recreation (MWR) programs. AAFES does this in peace and wartime. To accomplish its mission, AAFES:

(a) Operates retail, food, personal service, vending centers, theaters, automotive facilities, the military clothing sales stores (MCSS), etc., on military installations,

(b) Provides basic exchange support to military personnel engaged in contingency operations or field exercises by establishing military-run tactical field exchanges (TFEs) where regular AAFES operations are not possible. Class VI support in the field can be limited to basic health and hygiene needs or expanded to include food, beverages, and other comfort items based upon the requested needs of the theater commander,

(c) Generates earnings that support MWR programs. AAFES pays dividends to the Army, which in turn allocates funds to specific programs and installations. The Army MWR BOD, which is formed under the Army Community and Family Support Center, controls the allocation of AAFES-generated MWR funds within the Army.

h. Role of non-Army agencies. The GSA provides general supplies and services that are common to more than one department of the Government. The GSA has multimission responsibility to manage the varied business activities of the Federal Government. GSA provides an extensive amount of supply support to the DOD for such commonly used items as office furniture and supplies, machine and hand tools, photo supplies, etc.

i. The Defense Logistics Agency (DLA). Headquartered at Fort Belvoir, Va., DLA performs its worldwide logistics with approximately 28,600 civilian and military personnel (as of May, 2000), in facilities ranging from supply centers, to property reutilization offices. DLA is the one source for nearly every consumable part, whether for combat readiness, emergency preparedness or day-to-day operations, including the following:

- A selection of more than 4 million items.
- A distribution system.
- Worldwide property disposal services as well as information on available excess Defense Department property.
- Worldwide hazardous materiel disposal services and information on management of hazardous materials.
- Latest logistics information from the Federal Catalog System, including sources, item descriptions and prices.
- Technical logistics services, such as specialized product testing.
- The agency provides a major portion of the worldwide logistics support and services that are vital to the armed services, through two main mission areas: materiel management, which encompasses supply, distribution, procurement, reutilization and logistics information management.

j. The Defense Contract Management Agency (DCMA). Defense Contract Management Agency established in March 2000 from the DLA Defense Contract Management Command,

provides contract administration services in support of all the DOD components, National Aeronautics and Space Administration, other designated Federal and State agencies, and foreign governments. These services include contract management, pre-award surveys, quality assurance, payment to contractors, support to small business and labor surplus areas, transportation and packaging assistance, and surveillance of contractor progress to ensure timely delivery of materiel.

k. The Defense Commissary Agency (DeCA).

(1) The DeCA was established in May 1990 and assumed full operational control of Army and other Services' commissary operations in October 1991. DeCA is an agency of the DOD operating under the direction and control of the Under Secretary of Defense (Personnel and Readiness) (USD(P&R)). DeCA is organized with a director and headquarters staff, three CONUS regions, a European region, and a DOD Liaison Office. The DOD Liaison Office is administratively assigned to the Director, DeCA. DeCA's primary mission is to:

(a) Provide an efficient and effective worldwide system of commissaries for the resale of groceries and household supplies at the lowest practical price to members of the military Services, their families, and other authorized patrons, while maintaining high standards for quality facilities, products, and service consistent with standards similar to those in commercial food stores.

(b) Operate commissaries as appropriated fund activities as an integral element of the military pay and benefits package. Provide an income-effect benefit through savings on food and household items necessary to subsist and maintain the household of the military member.

(2) The Commissary Operating Board (COB) has representatives from the different military services and serves as a forum for the discussion and resolution of issues concerning the commissary services provided by DeCA, addresses operational and policy concerns, and implements broad policy as directed by Defense Management Council (DMC).

l. Army Center of Excellence (Subsistence) (ACES). ACES provides support in the DCSLOG's execution of the Title 10 responsibility for food service. Provides management assistance to MACOMs and installations; validates functional layout of new and renovation construction of dining facilities and troop issue subsistence activities; executes the Army's food service award programs; and executes funding of replacement food service equipment.

SECTION III

MISSIONS, ORGANIZATION, AND MANAGEMENT FUNCTIONS

12-5. Mission, organization, and functions of the DCSLOG

a. DCSLOG mission. The ODCSLOG has responsibility for Army and international logistics concepts, policies, programs, plans, and systems. This responsibility is focused on the core logistics functions of supply, maintenance, transportation, soldier support, sustainment and quality of life. It promotes the sustainability, supportability, and logistics readiness of the total force. It assesses and continually improves logistics performances. It serves as the Army's advocate for logistics resources, doctrine, organization, training, leader development, and materiel.

b. DCSLOG organization. An organizational chart for DCSLOG is at Figure 12-1.

(1) *Logistics Integration Agency (LIA).* The LIA is a FOA. The mission of the LIA is to identify, develop, and recommend logistics concepts, policy, programs, plans, and systems. This

responsibility includes assessing logistics readiness and sustainability and recommending improvements in the Army logistics performance. Other duties include evaluating logistics aspects of contingency plans and force structure; executing and monitoring selected DCSLOG programs; serving as the DCSLOG functional proponent for the development and extension of selected standard automated supply, maintenance, transportation, and troop support systems; and providing technical guidance and assistance to MACOMs and units.

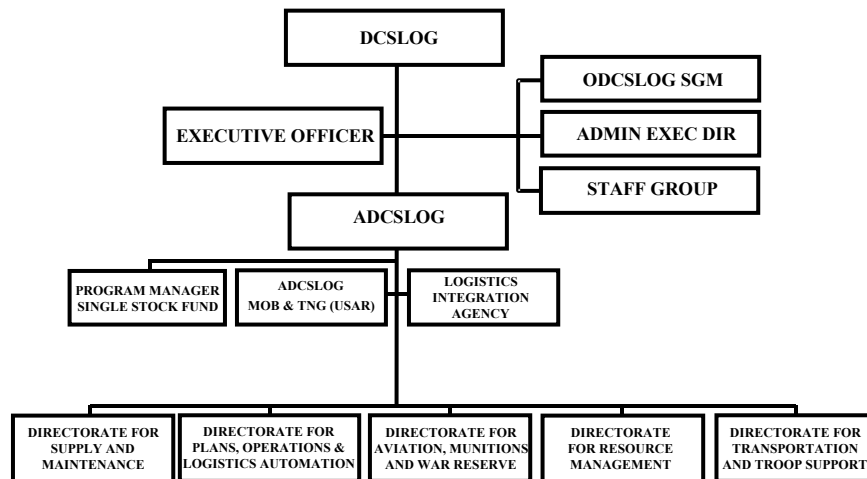


Figure 12-1. Office of the Deputy Chief of Staff for Logistics

(2) *Army Materiel Systems Analysis Activity (AMSAA)*. Based on a memorandum of agreement with HQDA DCSLOG, HQ AMC, U.S. Army Test and Evaluation Command (ATEC), and LIA, AMSAA (an AMC organization) serves as the independent logistician for the DCSLOG on acquisition programs. AMSAA has responsibility for providing the HQDA DCSLOG with an assessment of each integrated logistics support (ILS) consideration to ensure supportability of the materiel system when fielded. Consider AMSAA also as an independent logistician to influence product definition as a member of the integrated product team beginning with pre-systems acquisition.

c. DCSLOG functions. The DCSLOG has Army Staff (ARSTAF) responsibility for the management of DA logistical activities. The DCSLOG is responsible for the development and supervision of Army logistics organization, operations, and systems worldwide, including logistics readiness, planning, policies, doctrine, resource determination and allocation, objectives, force structure, and standards. The DCSLOG's major functions include supply, maintenance, transportation, the Army energy program, troop support activities, and acting as the principal ARSTAF representative and focal point for security assistance (SA) matters. The DCSLOG participates in and contributes to all phases of the research, development, and acquisition process (concept through deployment) and is responsible for support of materiel systems from production output through disposal. The DCSLOG exercises general staff supervision over The Surgeon General as pertains to Army class VIII management for medical materiel. A complete list of DCSLOG responsibilities is contained in AR 10-5.

(1) Logistics readiness.

(a) The basic ingredients of military readiness are adequate, well-trained personnel in particular skills, possessing proper equipment in a combat-ready condition. Logistics readiness deals in large part with equipment and is measured by equipment on hand compared to that authorized, and equipment status in terms of serviceability.

(b) The DCSLOG has overall DA Staff responsibility to assess and improve the logistics readiness and sustainability of the Army in the field.

(2) *Command Logistics Review Program (CLRP).*

(a) The LIA is the focal point for the CLRP. CLRP is now a descriptor of an efficient and responsive process that provides greater flexibility finding and fixing impediments to logistics operations and materiel readiness.

(b) The CLRP is a tool used by DCSLOG to keep in touch with the field and provide field commander with a near real-time conduit to him or her. The overarching construct of the redesign uses three approaches to leverage the logistics reviews. They are:

1 Scheduled visits 4-6 times during the year, geared primarily to collect and respond to command concerns identified during visits and through electronic input and research. Scheduled visits are also expected to generate issues that will provide opportunities for the other two components of the redesigned CLRP, namely, policy effectiveness reviews, and rapid assessments.

2 Policy effectiveness reviews involve determining how existing, new or revised policy is affecting operations in the field. This is the means used to evaluate the impact on operations, the effectiveness of the policy and any recommended changes. It could also be used to evaluate the potential impact of proposed policy changes. Policy effectiveness reviews provide HQDA DCSLOG staff, MACOM staff, schools, and field commanders a unique opportunity to impact Army policies.

3 Rapid assessments, involve evaluating Department level problems identified by command groups, the CLRP, the field reviews, etc. The CLRP will quickly determine whether a problem exists. If there is a problem, an end-to-end analysis will be initiated and the recommendations from that analysis implemented. Along with command logistics concerns gathered during scheduled visits, rapid assessments are a means to get field issues to the attention of the DCSLOG .

(3) *Logistics planning and operations.* Logistics planning focuses on the transition from peacetime to wartime. The ODCSLOG charter for Army Transformation, as part of the *Army Vision*, requires that the Army is capable of rapidly deploying in support of current and future forces, effectively sustaining the full spectrum of Army operations, and synchronizing Army and Joint efforts. The plans to meet this challenge focus on enhancing strategic responsiveness, reducing the combat support (CS)/CSS footprint in the battle space, and transforming the institutional Army by reducing costs for logistics/support without reducing warfighting capability and readiness.

(a) The time-phased force deployment list (TPFDL) is the major tool used by the unified commanders to request forces to support their operation plans (OPLANs). In determining the adequacy of the logistics support for the TPFDL, the major factors considered are:

- Strategic lift.
- Sustainability.
- Pre-positioned war reserve stocks.
- Force shortfalls.
- Warning time.

(b) The U.S. continues to rely on allies for logistical support, in both peacetime and wartime, primarily for rear area requirements. This wartime host nation support (WHNS)

supplements the organic support capabilities of U.S. units. WHNS capabilities are used in such areas as transportation, maintenance, construction, civilian labor, communications, facilities, utilities, air/seaport operations, rear area security, and the movement of U.S. forces and materiel between the ports of debarkation and combat areas.

(c) The LOGCAP is also considered as an alternative to complement organic force and WHNS capabilities. LOGCAP may be used if shortfalls are identified from other support sources, or if the other sources are not considered in the best interests (e.g., operational, fiscal, political) of the U.S. Government. The ODCSLOG, HQDA, is the LOGCAP proponent for program policy, guidance and sources. AMC is the executive agent for LOGCAP planning, exercises and other crisis or contingency operations.

(4) *Automated logistics.* The proliferation of information technology (IT) systems and the problems of interface between these systems have complicated logistics systems development. Current efforts are aimed at the reduction of the number of logistics systems and a concurrent simplification of new and existing systems and procedures. AMC has been assigned responsibility to integrate Army logistics management information systems. Currently, the process is twofold: the Global Combat Service Support System Army (GCSS-A) will provide an integrated, evolutionary enterprise information system for the Army CSS functions, and the Wholesale Logistics Modernization Program (WLMP) will modernize national logistics processing. Streamlining logistics information systems through logistics web-based information and decision support systems are important enablers to produce a more responsive and focused logistics effort for Army logistics transformation.

(5) *Supply.*

(a) Supplies include all items or materiel necessary for the equipping, maintenance, and operation of a military command. The level of supply requirements, usually expressed in days of supply, is the quantity of materiel authorized, or directed to be held in anticipation of future demands. DCSLOG prescribes levels of supply authorized to be on hand or on requisition. Levels are based on usage factors and experience data.

(b) APS are protected go-to-war assets, owned by HQDA and not linked to Army component commanders. They are pre-positioned ashore in OCONUS theaters, and afloat in order to support multiple CINCs and scenarios in more than one theater of operations.

(c) Stocks held by DS/GS units, when consisting of demand-supported items, mission-essential items, and initial-provisioning items, comprise an ASL. Inventory at the DS/GS level is used to support consuming organizations. A using unit's prescribed load list (PLL) consists of demand-supported and mission-essential items to support unit maintenance and initial-provisioning items. DCSLOG goals for the establishment of retail stockage policy consider:

- Optimum stockage for each class of supply.
- Best trade-off between economics and readiness.
- Simplicity in application and accuracy in determination of requirements.
- Conformation with automated systems.
- The method of distribution (air or surface).
- Essentiality.

(d) Increasing emphasis is being placed on the means to reduce the generation of excess stockage and the reexamination of materiel-returns programs, which return excess materiel to stock, and modernize and streamline supply management processes. The SSF is a

HQDA business process change to streamline how secondary items are managed in the Army. The campaign plan includes three primary milestones: Milestone 1 involves capitalization of inventory currently in retail stock fund accounts, primarily at installation level; milestone 2 calls for capitalization of operations and maintenance (O&M) retention stocks; and milestone 3 calls for capitalization of divisional and non-divisional ASL inventories. The Army leadership has approved implementation of milestones 1 and 2 in a phased process commencing in FY01. Implementation of milestone 3, contingent on leadership direction, is scheduled to commence in FY03. SSF is improving the management of stocks through increased visibility, improved forecasting and the reduction of excess. The SSF end-state is being designed to place both Army-managed and non-Army managed, AWCF-SMA secondary items into a single supply management business area under AMC management and control; improving the Army credit process by establishing serviceable and unserviceable credit values based on national need; and linking secondary item repair to national need. The overall objective is to make the materiel returns and redistribution system as effective and efficient as the distribution system. Supporting Class IX (repair parts) doctrinal, policy and procedural revisions to the supply system are being developed by the LIA, AMC, CASCOC and TRADOC in an effort to reduce inventory and operating costs.

(e) Also included under the supply class designation are the following troop support division-managed programs. The Army food program (subsistence, troop issue, strategic subsistence supply, and garrison and field food service), laundry and dry-cleaning program, clothing sales/initial-issue activities programs, organizational clothing and individual equipment items program, field laundry, showers, latrines, tentage repair programs, and the mortuary affairs (graves registration) program meet the supply class designation.

(f) The Director for Plans, Operations, and Logistics Automation, ODCSLOG, serves as the Army representative on the Joint Materiel Priorities and Allocation Board (JMPAB). A separate entity under the Organization of the Joint Chiefs of Staff, the JMPAB is charged to establish materiel priorities and the allocation of resources in those instances when such issues cannot be resolved by the Services or CINCs.

(6) Maintenance.

(a) Materiel maintenance is all required actions taken to keep materiel in a serviceable condition, restore it to serviceability, or upgrade its functional utility through modification. As a general policy, maintenance is performed at the location of the equipment operation or failure to the maximum extent consistent with the tactical situation and the cost-effective use of maintenance resources.

(b) The current framework within which maintenance (less aviation) is performed contains four levels of progressive complexity: unit, DS, GS, and depot. Aviation maintenance, however, is performed at three levels: aviation unit maintenance (AVUM) is a combination of organizational and limited DS maintenance; aviation intermediate maintenance (AVIM) is a combination of the remaining DS and limited GS maintenance capabilities. The third level is depot and this includes some maintenance previously performed at GS level. Maintenance levels are described below.

1 Unit. Unit-level maintenance is performed by the user and is characterized by quick turnaround based on repair by replacement and minor repair (adjust, clean, lubricate, and tighten). The cornerstone of unit maintenance is performing preventive maintenance checks and services (PMCS).

2 DS. This level is organized with DS units assigned at division, corps, and theater level. DS is characterized by high mobility, a forward orientation, and repair by replacement. Divisional maintenance units will support maneuver elements while non-divisional units will provide area support and reinforcing support to the division. DS units will be organized on a modular team basis to support specific systems and their auxiliary equipment, for example, tank battalion teams, engineer battalion teams, and Battle damage assessment (BDA) teams will be assigned to the non-divisional maintenance units.

3 GS. GS maintenance will be characterized by semi-fixed facilities assigned at theater level. GS represents a deployable sustaining maintenance capability. Its fundamental purpose is to support the theater supply system through repair of components. Maintenance at this level will be job or production line operations as appropriate, and will be performed by modular units composed of commodity-oriented platoons. A GS maintenance unit may work as a theater special repair activity.

4 Depot. Maintenance at this level will support the strategic supply system. It will be production line oriented and performed by AMC depots and contractor personnel.

(c) Integrated sustainment maintenance (ISM) is a business practice that has been implemented Army-wide to optimize regional and national level repair capacity and capability. Sustainment maintenance refers to all maintenance conducted above the DS level. Assigned at echelons above corps, sustainment maintenance organizations provide general support maintenance, depot-level maintenance, and limited backup support to direct support maintenance units. They repair failed or damaged repairable equipment and perform associated functions which directly support repair actions, including induction of unserviceable items and their subsequent inspection, repair, and testing. ISM optimizes the Army's sustainment maintenance capability to support the full spectrum of Army missions. The ISM strategy is to implement an automated management structure featuring centralized management of resources and work-loading, decentralized execution of maintenance requirements, and synchronization of personnel and equipment. ISM relies on a management information system integrating maintenance management at local, regional, and national levels and supporting national-level oversight of ISM operations.

(d) The maintenance allocation chart (MAC) remains the primary tool for assigning tasks. Equipment design will support a first, discard; second, repair forward; and third, evacuate maintenance priority. Greater use of built-in-test/built-in-test equipment (BIT/BITE), modularity, common tools and hardware, and discard of components and selected small end items will facilitate improved forward maintenance to the user. Other major policies (principles) are:

1 Maintenance is a command responsibility;

2 Unserviceable materiel that cannot be repaired because of the authorized level of repair assigned is to be promptly evacuated and a replacement item issued; and

3 Unserviceable materiel being evacuated should have the same movement priority as serviceable materiel.

(e) Maintenance management within the Army is organized by commodity groups; for example, missiles or aircraft. Within commodity groups, management effort is predicated upon cost and item essentiality. High cost and high demand result in a greater degree of management, although management by exception is done when deviations from normal occur. Currently, the Army's key maintenance management thrusts are:

1 Assure that logistics policies and doctrine support warfighting doctrine.

2 Implement an improved concept for test, measurement, and diagnostic equipment (TMDE) calibration and repair.

3 Review and improve maintenance float policies and procedures.

4 Improve retail/strategic maintenance support of repairable secondary items.

5 Improve strategic maintenance management.

6 Modernize the Army's worldwide maintenance facilities.

(f) HQDA is implementing a new maintenance initiative called National Maintenance Management (NMM) in order to standardize the manner in which maintenance is performed throughout the Army. The process begins with the current ISM structure of local, regional/theater, and national maintenance providers but broadens it to tailor repairs to national need, returning repaired items to the supply system. Through centralized management, national work-loading, and decentralized execution, the NMM initiative will optimize the Army's maintenance capability by tailoring repair programs to national need

(7) *Transportation.*

(a) The primary DCSLOG transportation functions are strategic movement and mobility, ship modernization, transportation programs, development of transportation policy for DA-sponsored cargo and passenger movements, and management of Army responsibilities for the DOD Customs and Border Clearance Program.

(b) The Director of Transportation and Troop Support, ODCSLOG, is the Army member of the Joint Transportation Board (JTB). The JTB is responsible to the Joint Chiefs of Staff for the effective employment of common-user transportation resources assigned or available to DOD. The director is also the ARSTAF member of the Mobility Studies Steering Group and the Army member of the Joint Intermodal Steering Group. Two divisions in the directorate manage the transportation program: the Strategic Mobility Division and, the Transportation Policy Division.

(c) Strategic mobility is defined as the capability to deploy and sustain military forces worldwide in support of national strategy. The DOD concept for strategic mobility includes airlift, sealift, and overseas pre-positioning of materiel.

1 The Strategic Mobility Division exercises supervision over strategic mobility aspects of war, contingency plans, and mobilization and deployment exercises; transportation concepts, doctrine, and force structure; strategic transportation resources; wartime transportation policy; transportability; and transportation assets (rail and watercraft). The Strategic Mobility Division represents the Army in developing the requirements and the knowledge-based architecture and systems need to support the Army's logistics mission. It is responsible for synchronizing Army efforts by linking strategic, operational and tactical transportation distribution systems with other Army logistics systems to form a seamless distribution process with integrated automated systems.

2 The Strategic Mobility Division executes the Army's responsibilities as the Lead Service Agent for the development of the Transportation Coordinator's Automated Information for Movements System II (TC-AIMS II). The Army Strategic Mobility Program (ASMP) is the Army's plan to implement the recommendations of the Mobility Requirements Study (MRS) and ensures a total fort to foxhole deployment system. This provides the ability to rapidly deploy CONUS-based forces. The Chief, Strategic Mobility Division, serves as the Army

member of the Joint Surface Movements Board (JSMB), the JTB secretariat, and also serves as the logistics focal point of the ASMP.

3 The Transportation Policy Division develops Army policy, procedures, and guidance on transportation and transportation services for DA-sponsored cargo shipments; passenger travel and personal property movements; hazardous material movements; movement forecasts; containers; and non-tactical vehicles. AMC is Army executive agent for military standard transportation and movement procedures (MILSTAMP). The division provides financial oversight for the transport of Army sponsored cargo worldwide and the implementation of Defense reform memorandums to use commercial bills of lading (CBL) and improve transportation accounting practices.

(d) The development of containerized shipping techniques permits the rapid surface movement of materiel. The Direct Support System (DSS), a standard system, is designed to take advantage of this capability and to deliver materiel directly to the user. Although airlift capabilities have increased, the Army still relies on surface movement for the bulk of its cargo.

(e) Management of the transportation program focuses on the maintenance of a wartime lift capability in a peacetime environment to ensure a continuous movement of supplies to deployed forces. To develop and maintain this capability, the most responsive transportation systems are incorporated into the transportation program. Containerization, intermodalism, EDI systems, CBL, and the air lines of communications (ALOC) concept are all being developed fully to improve transportation services during peace and war. The ALOC concept provides for the rapid movement of Army repair parts by air and is designed to capitalize on technological advances in communications and transportation systems permitting rapid movement of materiel. This concept is designed to conserve resources, reduce inventories, improve management, and increase responsiveness. The AMC Logistics Support Activity (LOGSA) is the Army airlift clearance authority (ACA) and, in accordance with the Defense transportation regulations, MILSTAMP and appropriate Army transportation regulations, is responsible for validating and controlling the flow of Army cargo into the Defense Transportation System (DTS).

(8) Tactical water management. The Army is designated the DOD executive agent for land-based water resources. The Army established a water office in ODCSLOG to carry out the following primary duties. In coordination with the other military department secretaries, develop and implement policy concerning joint plans, procedures, and requirements for water resources in support of land-based forces; advise the ASA(ALT) of water resource requirements and significant developments in connection with water resource research, equipment acquisition, and doctrine. Establish procedures for coordination of all DOD component regulatory documents and plans affecting water resource planning for joint employment and support, R&D, and equipment acquisition. Develop, in coordination with appropriate DOD components, joint doctrine for the employment of water resources. Develop an improved, expanded, and automated water resources intelligence database for the rapid retrieval of information on an area or point basis to assist commanders in making water support logistics decisions. Provide the data to the Defense Mapping Agency for incorporation into its terrain analysis program and establish a Joint Water Resources Management action Group (JWRMAG) as a mechanism to coordinate and resolve joint water support issues.

(9) Energy Management.

(a) Staff responsibility for Army energy management resides with the DCSLOG. The Army Energy Office (AEO) in the LIA, is charged with overall responsibility for supervising and coordinating the Army Energy Program. Assisting the DCSLOG in energy

responsibility is the Army Environmental and Energy Policy Board composed of representatives from the ARSTAF agencies. The Secretary of the Army has appointed a Special Assistant for Energy to represent the Secretary on energy matters. The Special Assistant is the Deputy Assistant Secretary of the Army (Logistics) (DASA(L)).

(b) The cost of energy makes energy management one of the foremost challenges for commanders and staff personnel at all levels. In order to meet this challenge effectively the AEO manages a comprehensive energy program addressing both facilities and mobility energy usage. AR 11-27, *The Army Energy Program*, implements the program. It provides the necessary direction and guidance to meet the goals and objectives established in Executive Order 13123, dated 9 Jun 99; 10 CFR 435; and the pending Global Climate Change Treaty (GCCT) - Kyoto Protocol, the magnitude of which we are just now realizing. This treaty could require an additional 7 percent, above and beyond the current 35 percent mandated reductions over the period 1985 to 2010, in mandatory energy reduction by DA. This will require intensive energy conservation management, awareness and education efforts through the year 2010. The purpose of the program is to ensure that the Army maintains a high state of readiness in an uncertain energy environment. The program anticipates the energy future, incorporates newly developed technologies, and provides the methodology and specific information required by MACOMs and installations to develop comprehensive and consistent energy programs.

(c) Because facility energy use represents more than 77 percent of Army energy consumption, and 85 percent of Army energy dollars, projects related to reducing energy consumption comprise a significant portion of the program dollars. In order to ensure the most efficient expenditure of these dollars, the AEO works in close coordination with the Assistant Chief of Staff Installation Management (ACSIM), and the USACE.

(d) Given the Army energy goals, MACOMs are assigned individual goals within that framework. The recommended MACOM goals are based on past performance and the ability of the MACOM to reduce energy consumption while maintaining the requisite state of readiness.

(10) *Petroleum logistics management.* The DCSLOG has ARSTAF responsibility for all matters pertaining to petroleum and packaged petroleum logistics. The primary functions are to develop and implement policies for bulk petroleum supply, distribution and accountability; develop and implement policy for the single fuel on the battlefield concept; and assist in the development of pre-positioned war reserve policies, guidance, stock levels and computation factors for bulk petroleum products worldwide. DCSLOG also participates in planning and development of force structure for petroleum units; establishes policy for DA quality surveillance programs for fuels and lubricants; provides liaison with other government agencies and military departments with respect to bulk petroleum matters; and coordinates with the Air Force and the Navy in the joint development of equipment requirements. DCSLOG chairs the Petroleum Advisory Group (PAG) to coordinate and direct the Army's effort to improve bulk petroleum receipt, storage and distribution capabilities and serves as the proponent for the Inland Petroleum Distribution System (IPDS) Operational Project, which is a HQDA owned project.

(11) *Troop support.* ODCSLOG staff responsibility for soldier support policy resides with the Troop Support Division. The primary troop support programs are food, clothing and individual equipment, and field services support. To achieve management of these programs, the Troop Support Division is comprised of three separate teams; the Subsistence Team, the Clothing and Individual Equipment (CIE) Team, and the Field Service Support Team.

(a) The Chief, Troop Support Division serves as the Army member of the DOD Food Policy Council, the DOD Joint Formulation Board of Food and Nutrition Research, and the Joint Service Operational Ration Forum. The Troop Support Division also provides the Army representative on the DOD Steering Committee for Subsistence Prime Vendor (direct vendor delivery of subsistence), and provides ODCSLOG representation on the Tri-annual Airdrop Malfunction Review and Safety Analysis Group and the Joint Committee for Tactical Shelters; as well as the executive secretary for the Army Uniform Board and the Subsistence Review Committee, and the Co-chair for the Army Nutrition Planning Committee.

(b) The Subsistence Team provides management for the Army Installation Food Service Program and the Field Feeding Program. The Subsistence Team provides management for the Army Installation Food Service and Field Feeding Programs; including:

1 Development of plans, programs and standards, and reviewing doctrine for management of the installation food service programs.

2 Development of plans and formulation of policy to support Army field feeding concepts, force structure, testing, and introduction of new equipment and rations.

3 Developing nutrition policies and programs of dining facilities consistent with the Surgeon General's nutrition policies.

4 Monitoring the DeCA support to Army personnel and families.

(c) The Subsistence Team also serves as the DA functional proponent for:

1 Designing and equipping of installation dining facilities and troop subsistence activities.

2 The Army Food Management Information System (AFMIS) and Food Service 2000 (FS-2000), which is the replacement System for AFMIS Class I tactical automation.

3 Recognition for excellence in the Army Food Program to include the Philip A. Connelly Award for Excellence in Food Service and the Culinary Arts Program.

(d) The CIE Team. CIE is defined as organizational clothing and individual equipment (OCIE), clothing bag (personal), and optional clothing items. The CIE Team is responsible for developing plans and formulating policies for management of Class II CIE (with the exception of chemical protective clothing) and Army military clothing sales stores (AMCSS), clothing initial issue points, and central issue facilities. The DCSLOG chairs the Army Uniform Board (AUB), which recommends concept approval and type classification to the Chief of Staff, Army for clothing bag, dress, and optional purchase items. The CIE Team serves as DA functional proponent for concept approval and type classification of clothing bag, dress, and optional purchase items included in Common Table of Allowance (CTA) 50-900. The CIE team also serves as the HQDA interface on CIE and AMCSS issues with DOD, other Services, other Federal and civilian agencies, MACOMS, and RC and as HQDA functional interface for DOD standardization and modernization of OCIE.

(e) The Field Service Support Team is responsible for developing plans, formulating policies and procedures, and providing functional oversight of the installation laundry and dry cleaning programs and selected Class VII supplies and equipment. Specific areas of concern include aerial delivery and airdrop systems and equipment, topographic equipment and map material, Special Forces operational equipment (diving equipment and rubber tactical boats), mobile electric power systems, physical security equipment, handheld mine detectors, camouflage, Class IV, bridging systems, aircraft landing mats, rigid and soft wall shelters, field

laundries, field clothing repair equipment, showers, mortuary affairs equipment and collective support systems (Force Provider), containerized self service laundry, showers, shelters and latrines).

(12) *Resource management.* ODCSLOG staff support are responsible for stewardship and advocacy of logistics resources in support of the war-fighting capability of the Army, assess and improve the efficient use of logistics resources, and plan and implement business management concepts and practices for logistics programs.

12-6. Mission and organization of AMC.

a. AMC Mission. AMC is the *national provider*. AMC's missions include:

- (1) Equip and sustain a trained, ready Army.
- (2) Provide equipment and services to other nations through the Security Assistance Program.
- (3) Develop and acquire non-major systems and equipment.
- (4) Provide development and acquisition support to program managers.
- (5) Define, develop, and acquire superior technologies.
- (6) Executive agent for LOGCAP.
- (7) Maintain the mobilization capabilities necessary to support the Army.
- (8) Execute SSF and NMM operations
- (9) Manage the AWCF (an industrial fund designed to ensure logistics processes are available to meet customer needs)

(10) Continue to improve productivity and quality of life. The AMC national management mission can be restated this way: first, the acquisition of materiel; second, the responsibility for supporting the readiness of that materiel while in the user's hands; and third, provide materiel disposal direction.

b. Organization. The present AMC organization includes nine MSCs and 29 separate reporting activities (SRAs). The MSCs include the U.S. Army Research Laboratory, concerned with research and development missions; the U.S. Army Test and Evaluation Command, supporting developmental missions; the U.S. Army Operations Support Command (OSC), supporting manufacturing, ammunition and maintenance missions; the U.S. Army Security Assistance Command, concerned with SA programs to include foreign military sales; the U.S. Army Simulations, Training, and Instrumentation Command, providing training and test simulation, simulator, target, and instrumentation products and services; and the five remaining MSCs which are commodity oriented and perform life-cycle management over the research, development, engineering, initial and follow-on procurement, and materiel readiness functions for items and weapon systems in support of the Army in the field. Figure 12-2 shows the major elements of AMC.

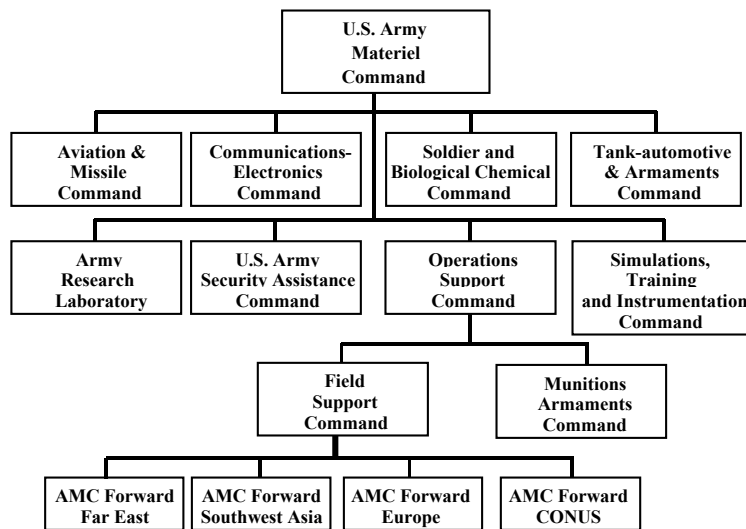


Figure 12-2. U.S. Army Materiel Command (AMC)

(1) OSC is a global organization with installations and activities in 35 States, 15 foreign nations and Puerto Rico. OSC provides a synchronized face to the warfighter, exercising centralized command and control over AMC's forward logistics support elements. The command also manages the Army's pre-positioned stockpiles of war reserve materiel and its two manufacturing arsenals. As the single manager for conventional ammunition, OSC is the DOD agent for buying, making, maintaining, storing and transporting conventional ammunition for all military services.

(2) Field Support Command (FSC) is a subordinate of OSC. It maintains the readiness and accountability of the Army's war reserve combat, combat support, and combat service support equipment and materiel globally pre-positioned; this includes pre-positioned sets, operational stocks, and sustainment stocks. FSC hands-off Army pre-positioned stocks, equipment and materiel when and where required in support of the Army's global power projection mission. It further reconstitutes Army pre-positioned stock sets upon completion of operations.

(a) There are four FSC subordinate organizations; AMC-CONUS, AMC Forward-Europe, AMC Forward-Far East, and AMC Forward-Southwest Asia; plus AMC Combat Equipment Group-Europe (AMC CEG-E) and AMC Combat Equipment Group-Afloat (AMC CEG-A).

(b) LSE are subordinate to the OSC/FSC organization. Four multifunctional, highly mobile, tailorable TDA organizations of logistics technicians, military and civilian, can be deployed anywhere in the world in support of U.S. forces in a contingency operation. The LSE can be tailored to meet the requirements of the theater commander. A deployed LSE provides resources to fill gaps in functions where deployed military units may need technical or logistical assistance (e.g., maintenance support, supply support, etc.) The primary mission is to enhance readiness through unified and integrated application of logistics power projection of CONUS-base capabilities. The footprint the LSE places in a theater is based on METT-T and the desires of the CINC. With the usage of LOGCAP, which is controlled by the LSE, the LSE can perform any logistical support mission assigned. The LSE can function in a variety of scenarios ranging from a hostile environment, such as Desert Shield/Desert Storm or Operation Joint Endeavor (Bosnia-Herzegovina), to operations other than war (OOTW), such as disaster/ humanitarian

relief, for example, the cleanup in Florida following Hurricane Andrew, the Mississippi River floods, fire fighting in the Pacific Northwest, or supporting United Nations relief efforts in Rwanda or Somalia.

(3) Munitions and Armaments Command: The mission of the Munitions and Armaments Command is to execute and manage the Single Manager for Conventional Ammunition (SMCA) mission for production, supply, storage, maintenance and demilitarization of conventional ammunition and serve as the national inventory control point (NICP) and national maintenance point (NMP) for the ammunition commodity. Manage the industrial base, both organic and non-organic, as it relates to ammunition as well as Rock Island and Watervliet arsenals and the U.S. Army Defense Ammunition Center

(4) Communications-Electronics Command (CECOM), with headquarters at Fort Monmouth, New Jersey, is responsible for research, development, procurement and materiel readiness for communications, avionics, radar, radiac, IT, meteorology, night vision, combat surveillance, target acquisition, air traffic management, navigation, electronic warfare equipment/ systems, engine generators, intrusion detection, physical security equipment and environmental control equipment. CECOM also has the responsibility for administering the AMC worldwide LOGCAP umbrella contract and command of Tobyhanna Army Depot. In addition, the Army central design activities- Software Development Center- Lee (SDC-L), SDC - Washington (SDC-W), Logistics Systems Support Center (LSSC), Industrial Logistics Systems Center (ILSC), Fire Support Software Engineering (FSSE) Center, and Life Cycle Software Support Center (LCSSC) - assigned to CECOM on 1 October 1997, are organized under the CECOM Software Engineering Center.

(5) Tank Automotive and Armaments Command (TACOM), with headquarters at Warren, Michigan, is responsible for research, development, procurement and materiel readiness for wheeled and tracked vehicles, construction equipment, and material handling equipment (MHE), armaments, small arms, mines, countermines, bridging and stream crossing equipment, water supply equipment and fuels distribution equipment. TACOM commands the Red River and Anniston Army Depots.

(6) Aviation and Missile Command (AMCOM), with headquarters at Redstone Arsenal, Alabama, is responsible for research, development, and materiel readiness for Army aviation and missile systems. The Test Measurement and Diagnostic Equipment (TMDE) Activity remains as a separate activity on Redstone Arsenal. AMCOM commands Letterkenny and Corpus Christi Army Depots.

(7) Army Research Laboratory (ARL), with headquarters at Adelphi, Maryland, is the AMC corporate laboratory responsible for basic and exploratory research to provide the key technologies necessary to assure supremacy in future land warfare and provide the technology base for AMC's research, development and engineering centers (RDECs) and the Army program executive officers and project managers.

(8) Test and Evaluation Command (TECOM) is headquartered at Aberdeen Proving Ground, Maryland. At its four subordinate installations and six other subordinate test centers/sites, TECOM plans and conducts developmental tests and live-fire tests of materiel systems and hardware and software subsystems throughout the materiel life cycle; verifies system safety, and supports operational testing. TECOM performs independent developmental assessments of non-major systems, develops new testing technology, and executes the international development test standardization program for AMC.

(9) U.S. Army Security Assistance Command (USASAC), its headquarters collocated with AMC headquarters, performs AMC's role as the Army's executive agent for SA. As such, USASAC is responsible for the execution of the Army foreign military sales (FMS) program and exercising direction over the International Logistics/Security Assistance Management Directorates at the AMC commodity MSCs. This encompasses (1) developing fully supported and sustainable equipment sales offers, (2) delivering high-quality equipment and training on time and within the cost estimates contained in the letter of offer and acceptance (LOA), (3) developing the U.S. Army position on commercial export licenses for military equipment and technology, (4) negotiating co-production agreements with other nations, and (5) developing plans for transition to war.

(10) U.S. Army Simulations, Training, and Instrumentation Command (STRICOM), with headquarters in Orlando, Florida, is responsible for providing centralized management and direction for all Army simulation, training, and test requirements for distributed interactive simulation. Responsibilities include cradle-to-grave life-cycle acquisition, beginning with technical base programs and following through with each phase of the acquisition process.

(11) U.S. Army Soldier and Biological Chemical Command (SBCCOM) comprises the former U.S. Army Chemical and Biological Defense Command (CBDCOM) at the Edgewood Area of Aberdeen Proving Ground, Maryland; and the U.S. Army Soldier Systems Command (SSCOM) located in Natick, Massachusetts. From the blackboard to the battlefield, SBCCOM is responsible for research, development and implementation of chemical, biological and soldier missions. The new command has a mission to develop and implement soldier, chemical and biological defense systems to ensure the decisive edge and maximum protection for the United States; and provide for the safe storage and treaty compliance of the U.S. chemical weapons stockpile. SBCCOM will foster partnerships to achieve the best joint capability for military and civilian protection. One half of the partnership, SBCCOM was established for research, development and deployment of chemical and biological defense systems; remediation, demilitarization and safe storage of chemical weapons; and emergency preparedness and response. Well known as the nation's established center of chemical and biological expertise, SBCCOM partners with communities, industry and other government agencies to provide superior defense capabilities for our Nation.

(12) LOGSA, a separate AMC reporting activity, is a logistics products and services organization providing support to a diverse array of customers on a worldwide scale. LOGSA was created in 1993 through the consolidation of numerous Army logistics information centers and support activities as part of Army compliance with federally mandated base realignment and closure (BRAC) actions, implementation of defense management review decisions (DMRDs), and Army management decisions to maintain support levels with declining resources. The intended result is to provide the customers with logistics information and services at reduced cost. The LOGSA mission is to provide logistics information and management support to the DA and other services in the broad areas of logistics: integrated logistics support; logistics field support/ contingency planning; materiel distribution management, procedures and systems; packaging, storage and containerization policy and procedures; serves as the Army ACA and Shipper Service Control Office; and provides Army cataloging policy, operations, data management and distribution services. Currently, LOGSA is developing the Logistics Integrated Databases (LIDB), which consolidates the 66 database or automated file applications owned and maintained by LOGSA. The LOGSA objective of achieving a seamless logistics system operating in a common operating environment is evident in the development of the following products and services:

(a) LIDB. The LIDB initiative is LOGSA's strategic plan to bring all LOGSA databases under one architecture / umbrella. The LIDB will be the single authoritative source of information in support of managers and decision-makers at various echelons in user communities, throughout the Army. To achieve this goal, LIDB software engineers evaluate and re-engineer Army "business processes" that produce raw logistics data. Utilizing commercial off-the-shelf information management software and state-of-the-art object - relational database middle ware, the LIDB team will construct the unified database and "migrate" the information housed in all of the independent legacy databases and data files into one logical, streamlined data system. The LIDB program will also deliver powerful front-end graphical user interface (GUI) tools to access and manipulate data for diagnostic, prognostic and decision support functions. LIDB uses data from existing sources of force structure, weapons systems, asset visibility, readiness, maintenance, cataloging, packaging, and interchangeability and substitutability (I&S) data without creating any additional reporting requirements. The resulting system prohibits access to redundant data, improves the accuracy of the information base, and delivers useful information distilled from the vast expanse of stored data. In a relatively short period of time, the user has all the pertinent information required for decision support, information-driven activity.

(b) Electronic Technical Manuals/Interactive Electronic Technical Manuals (ETM/IETM) - The AMC/LOGSA technical manual (TM) digitization initiative converted 3.5 million TM pages from paper to digital format and place those converted TMs on compact disk read only memory (CD-ROM). Some of the benefits of ETMs include monetary savings associated with distribution, storage and updates as well as enabling a lighter, easier deployment. The proliferation of ETM/IETM will also prove beneficial to readiness reporting, in that current preventive maintenance checks and services lists with "Not Ready If" column can aid the soldier in determining the exact status of the item of equipment. This information, provided to the Unit Level Logistics System (ULLS)-Ground (ULLS-G) and ULLS-Aviation (ULLS-A) systems with the Army Materiel Status System (AMSS), will result in more accurate and timely equipment readiness status reporting for reportable Army equipment.

12-7. Functions of AMC

AMC functions include materiel management, maintenance management, ILS, development of equipment, strategic maintenance, and operation of strategic depots. AMC through OSC/FSC also provides management of operational policies, programs, objectives, and resources associated with its worldwide Logistics Assistance Program. An overview of these functions follows. Emphasis is placed on strategic supply since this function has great impact on the units and activities supported by AMC.

a. NMP functions. The maintenance functions of the commodity commands are accomplished by a NMP. Each commodity command has a NMP for maintenance management of those items in its commodity grouping. The functions of the NMP are:

(1) Configuration management including equipment configuration baseline (specifications), management of techniques for changing the baseline (engineering change proposals), and configuration status reporting (modifications applied).

(2) Development of maintenance publications such as technical manuals, modification work orders, technical bulletins, maintenance digests, etc..

(3) Determination of repair parts to be provisioned as items are initially issued to troop units.

(4) Cataloging.

- (5) Evaluation of equipment improvement recommendations.
- (6) New equipment training.

b. NICP Functions. The supply functions of the commodity commands are accomplished by a NICP. Each commodity command has an NICP to manage those items in a commodity grouping. The functions of the NICP are:

- (1) Requirements computation;
- (2) Cataloging direction;
- (3) Procurement direction;
- (4) Distribution management;
- (5) Establish overhaul/rebuild direction; and
- (6) Materiel disposal direction/ reutilization.

12-8. Explanation of AMC functions.

An explanation of these functions will provide a better understanding of AMC's supply responsibility. The procedures that follow are applicable to most items. You should be aware that procedures used for the management of specialized commodities like ammunition are similar, but not identical. Because of their use or unique characteristics, other management procedures may be used instead of, or in addition to, those described here.

a. Requirements computation. In computing requirements, materiel is separated into major and secondary items. A major item is a final combination of parts and/or materiel ready for its intended use and of such importance that it is subject to continuing, centralized (HQDA), individual item authorization and management throughout all command and support echelons.

(1) Army Acquisition Objective (AAO), major end items (Class VII) and Ammunition (Class V). For major Class VII equipment and Class V missile items, the AAO process, as executed in the Force Builder databases, is the process used to compare the Army requirements needed by the force structure and the Army's on-hand inventory, both in storage and in the hands of troops, to determine the shortage or net equipment-on-hand (EOH) to meet force requirements (also considering due-in assets and projected losses). The resulting procurement program is developed on a commodity approach and reflects the various line items of equipment that are to be purchased to support Army requirements. The basic source calculations identifying overall procurement objectives are derived from the AAO concept. The AAO is the quantity of an item of equipment or ammunition required to equip the approved U.S. Army force and sustain that force, together with specified allies, in wartime from D-Day through the period prescribed in the latest OSD DPG. The AAO can be described as the gross quantity/total amount of equipment, by individual line item number (LIN) the Army is required to have in order to execute peace time missions as well as mobilize and execute the war time mission(s) prescribed in the DPG. The AAO consists of and is the sum of the following elements. These elements consist of the Deputy Chief of Staff for Operations and Plans (DCSOPS) intensively managed Class VII equipment and Class V munitions - missiles only.

(a) Initial issue quantity (IIQ). The IIQ is derived from the Logistics Structure and Composition System (LOGSACS) and is computed based on the Master (M) Force of the Structure and Manpower Allocation System (SAMAS), as developed through the total Army analysis (TAA) and MACOM command plans. It contains all of the TOE/MTOE/TDA requirements for each item as modified by basis-of-issue plans (BOIP). The IIQ is a tabulation of

all of the TOE/TDA requirements for that item in the Army's force structure. This portion also includes the APS.

(b) Operational project stocks. Supplies and equipment above normal TOE, TDA and CTA authorizations tailored to support one or more Army operational plans and/or contingencies. Quantities are approved by HQDA and become a specific component of the total requirement.

(c) War reserve sustainment stocks. Stocks acquired in peacetime and held to meet the Army's increased wartime sustainment requirements, until resupply at wartime rates or emergency rates is established. This requirement is arrived at by use of a computer model that deploys forces on a time phased deployment schedule, utilizing a specified scenario length and applying predetermined length and applying predetermined inter-theater and intra-theater attrition factors. It should be noted that sustainment stocks is reduced by an amount equal to IIQ left behind by units that deploy overseas and draw APS.

(d) War reserve stocks for allies (WRSA). An OSD directed program to assist designated allies in case of war. Computed quantities are included in this component of the gross requirement.

(e) Maintenance floats. The maintenance system requires that additional equipment be available for issue while repair and maintenance of unit equipment is being performed. Two types of floats are included in this component of the AAO - operational readiness float (ORF) for unit and intermediate levels and repair cycle float (RCF) for depot maintenance.

(f) Munitions/Class V—Missile requirements only. Missile requirements are based on the force structure that resides in the LOGSACS database. This requirement includes unit basic loads, war reserve sustainment stocks, war fighting requirements developed from projections, training requirements and testing requirements. The remaining Class V requirements are developed by the Single Item Manager for Conventional Ammunition of the AMC with a different database.

(2) *Army procurement objective (APO)*. The sum of the Class VII requirements developed above represents the AAO and is the gross/grand total equipment requirements for the Army. Adjustments to the AAO are calculated to arrive at the APO. Basically, the APO is developed by subtracting on-hand assets and due-in quantities while projected peacetime losses are added to the AAO. The DCSOPS is responsible for the system used to calculate AAOs, and the administration associated with the process. Force Builder is a computer program used to develop the AAO. The U.S. Army Force Management Support Agency (USAFMSA) maintains the program used to compute the AAO and the resulting product. To compute the AAO, Force Builder must utilize and capture data from many other databases sources, such as the Army Authorization Document System (TAADS), SAMAS, Consolidated TO&E Update (CTU) files, Total Army Equipment Distribution Program (TAEDP), Continuing Balance System, Expanded (CBS-X), and Supply Bulletin (SB) 700-20. The Force Development Directorate is responsible for coordinating with the appropriate agencies to ensure correct up to date information is obtained to develop an accurate AAO calculation. The ASA(ALT) is the proponent for the standard study number (SSN) system which groups similar items into levels of aggregation (for example, 5-ton trucks, all body types) suitable for DA staff analysis of requirements and formulation of program/budget requests. The SSN system enables HQDA to generate IIQ requirements for components of major items in their own right (for example, radios). The SSN system is actually maintained and operated by LOGSA.

(3) *Procurement plan development.* When the AAO computations are completed, the requirements are analyzed to assist in the development of the procurement plan phased throughout the budget cycle. Development of the procurement plan requires careful attention to ensure that the eight factors listed here are incorporated as well as other factors while attempting to achieve the AAOs in a balanced and progressive manner that will enhance Army readiness at the end of each funded delivery period (FDP). The FDP data is reviewed and adjusted by the acquisition PEO/PM and the ARSTAF in terms of overall Army requirements and changed to accommodate new guidance and/or priorities and to assure the materiel program is fully integrated into, and supported by, other appropriations. Articulation of Army requirements and recommended procurement programs and budget are the responsibility of the ASA(ALT) in coordination with the DCSOPS and DCSLOG.

- Fiscal guidance.
- DA, OSD, Office of Management and Budget (OMB), congressional decisions.
- User (ODCSOPS, TRADOC) priorities.
- Current asset positions/projected loss data including FMS.
- Product improvement programs.
- Secondary item requirements (those procured within procurement appropriations—engines, transmissions, etc.).
- Production base status and capabilities.
- Interface of modernization programs (new products) with current procurement programs.

(4) *AAO purpose.* The AAO is, in the final analysis, the Army's stated gross requirement for an item of materiel and is used to justify budgets and programs submitted to OSD/OMB and Congress in order to obtain funding. The component parts of the AAO computation system are clearly definable and aid in the explanation of the total requirement. Tentative conclusions can be drawn about Army readiness by comparing current asset data to the AAO. AAO data are used repeatedly by the leadership of the Army in explaining the Army's need for procurement funds.

(5) *Secondary items.*

(a) There are about 307,700 secondary items, about 90 percent of which have an annual demand value of \$5,000 or less. Because of the large number and dollar value, it is not feasible to manage each item separately using the IIQ, AAO, AMP concept. Secondary items are classified in four categories for application of varying degrees of management. These categories are based on the annual dollar value of demands, not the unit cost of the item. (The higher-dollar value, the greater the management application.) These categories are:

- Low dollar value (up to \$25,000).
- Medium dollar value (up to \$100,000).
- High dollar value (up to \$1,000,000).
- Very high dollar value (over \$1,000,000).

(b) The key to requirements computation is a good knowledge of future needs. For secondary items, there are two methods used to estimate future requirements. The first is to project historical trends into the future. Past demands are recorded automatically by the computer and are projected into the future by a variety of mathematical means. The second method, while preferred, is more difficult. This method uses planned activities of the supported forces and their equipment; for example, major exercises, changes in end item density, and applied consumption

and failure rates to project future needs. Normally the first method is used and program change factors are applied to combine human judgment with historical trends. The computer constantly measures trends and alerts the item manager to trend changes. Once future requirements are determined, the next step is to obtain the required items.

b. Cataloging Direction.

(1) Within disciplines established by the Federal Catalog System (a DLA administered system), this process develops a Federal Item Identification to describe an item-of-supply and acquires a national stock number (NSN) to establish and fix the unique identity of the item.

(2) The NSN is a 13-digit number used in all materiel management functions. The first four digits are the Federal supply classification (FSC) class code. The FSC relates like items of supply and, conversely, separates unlike items of supply. For example, in the FSC 5305, the notation '53' indicates that the item falls within the group "Hardware and Abrasives," and the '05' indicates that the item falls within the class of screws. The last nine digits of the NSN are called the national item identification number (NIIN). Each NIIN is permanently assigned to only one item-of-supply and remains with the item as long as it is used in the government supply system. The first two digits of the NIIN also identify the country of origin; 00 and 01 indicate the United States.

(3) The LOGSA maintains a consolidated Army Master Data File of all NSN that the Army uses or manages. This file contains coded item management data, nomenclature, packaging, freight classification information, interchangeable/ substitutable data, component references, and historical records on stock numbers. This information is disseminated throughout the Army with changes made monthly.

c. Procurement direction. Much of the administrative burden of initiating a purchase request is done by computer. As a by-product of the supply control study, the computer provides a procurement work directive (PWD) containing available technical specification data needed for the pre-award phase of a procurement contract. Depending upon a variety of factors including dollar value of the procurement, this request may be reviewed by the item manager and supervisory personnel or it may be forwarded automatically for procurement without review. Secondary items have an economic order quantity (EOQ) computed using a modified EOQ algorithm. Typically, secondary items are procured in quantities ranging from three months' to three years' supply, depending on the cost to buy versus the cost to store the item. When procurement is solicited, the prospective contractors are told where the item is to be delivered. This decision is made based on transportation costs, storage requirements, and the geographical location of the ultimate user.

d. Distribution management of major items. Distribution management is primarily a three-fold process: accounting for existing assets through the CBS-X, projecting the distribution of equipment against planned force structure utilizing the Army Flow Model (AFM), TAEDP, and executing the equipment distribution program through the use of the Requisition Validation Report (REQVAL) and the Equipment Release Priority System (ERPS).

e. Accounting for assets. The CBS-X is a transaction accounting system operated and maintained by LOGSA that provides worldwide asset visibility for the Army's reportable items. It covers approximately 14,500 NSNs, which are primarily major end items, but also includes other selected items (medical and secondary) on which worldwide visibility is required. CBS-X is updated monthly to reflect on-hand assets in units, storage, and in transit. The system is reconciled with property books and stock record accounts at least annually. CBS-X data is used by MACOMs, AMC, and HQDA to assess the overall preparedness of the force, as the source of

on-hand asset data in the AFM and, when merged with unit equipment authorization data, the determinant in honoring requisitions. For ammunition, retail/strategic visibility is accomplished by the Worldwide Ammunition Reporting System (WARS). The WARS data is used as a baseline for requirements computation, procurement, distribution, maintenance direction, and disposal. Unique item tracking (UIT) provides visibility of small arms, controlled cryptographic items and radioactive testing and tracking systems.

f. Projecting equipment distribution. TAEDP is a program which projects distribution requirements and priorities using on-hand assets and projected deliveries to produce an equipment distribution program for the current, budget, and program years. The data source for requirements is LOGSACS. It incorporates near-term authorizations from TAADS with planned force structure as depicted in SAMAS. Requirements are prioritized by ODCSOPS through the Department of the Army Master Priority List (DAMPL) in conjunction with equipment readiness codes (ERCs) as stated in TOEs (Figure 12-3). Assets from CBS-X are used as the baseline from which projected distribution of deliveries begins. Deliveries consist of new procurements, depot maintenance returns, and redistribution of displaced systems or assets generated through force structure changes. as reported in CBS-X are used as the baseline from which projected distribution of deliveries begins. Figure 12-4 depicts the merging of the inputs in order to create the projected distribution plan. The distribution is generally accomplished in ERC/DAMPL sequence, which maximizes the distribution to readiness policy. TAEDP is run in an ORACLE environment. As such distribution rules and priorities can be changed to reflect current or envisioned priorities, such as Army National Guard Redesign Study (ADRS), Medical Reengineering Initiative (MRI), Interim Brigade Combat Team (IBCT), light infantry divisions, etc., when determined by ODCSOPS. TAEDP projects distribution to all valid unit and non-unit claimants which include MTOE, TDA, TDA Aug, Army War Reserves (APS), operational projects, ORF, Army Reserves, etc. The TAEDP is normally processed to align with the Planning, Programming, Budgeting and Execution system (PPBES) process, but can be run at any time for special analyses.

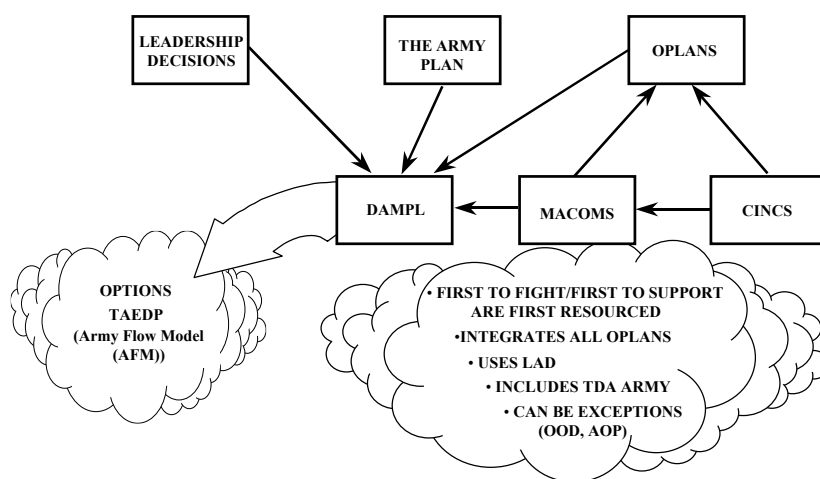


Figure 12-3. Department of the Army Master Priority List (DAMPL)

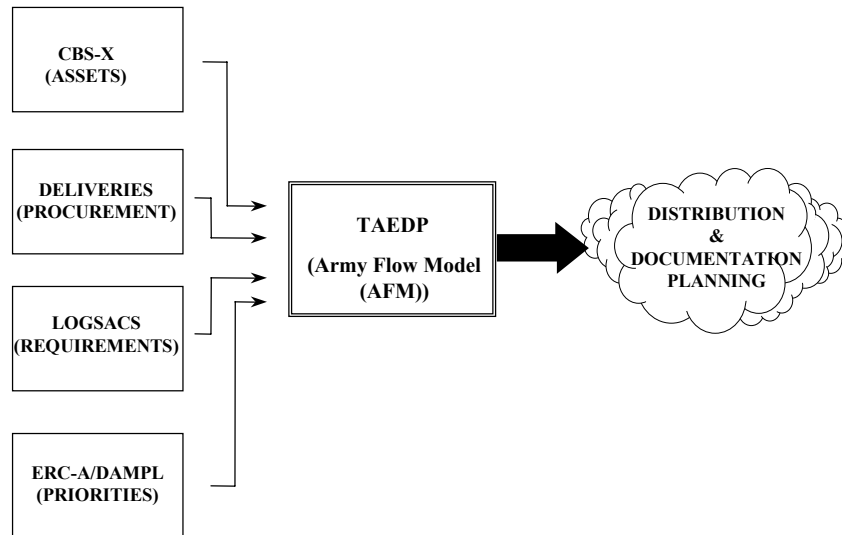


Figure 12-4. Projecting Distribution

g. Executing the distribution plan. The REQVAL and ERPS reports are used to validate requisitions and release equipment. The REQVAL matches current equipment authorizations as stated in TAADS against assets reported in CBS-X in order to validate requisitions. (Figure 12-5).

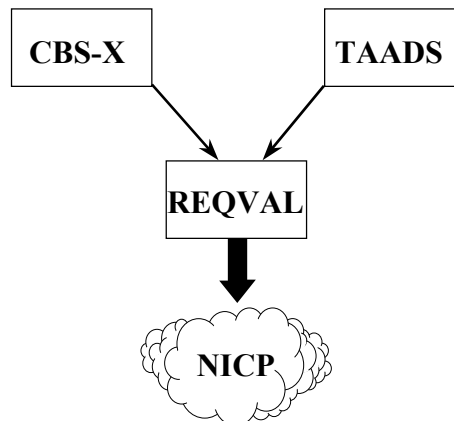
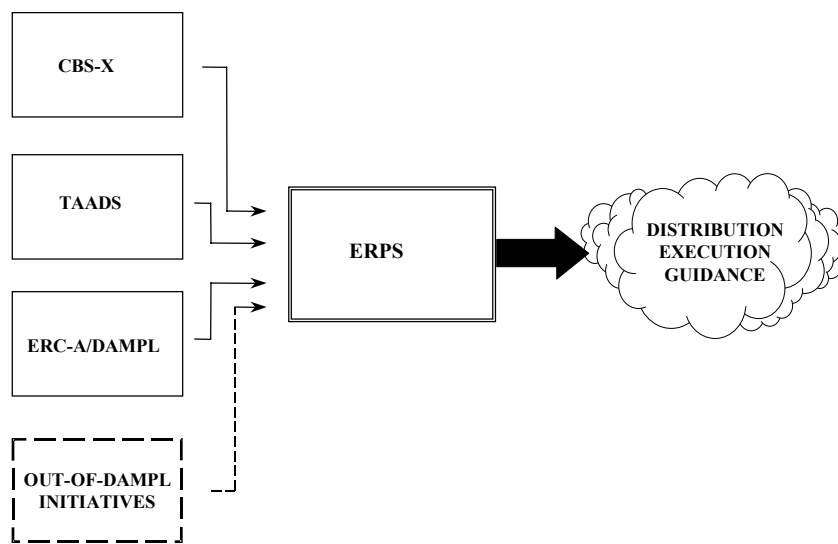


Figure 12-5. Executing Distribution-Requisition Validation (REQVAL)

(1) ERPS takes the process one step further and overlays out-of-DAMPL or special initiative priorities as reflected in the planning system (AFM). ERPS tells the NICP item



manager which units or non-unit claimants are to receive equipment and in what order. The Major Item Requisition Validation (MIRV) system compares ERPS and item manager equipment backorder files, validates requirements, and provides the proper equipment distribution sequence in an automated product (Figure 12-6).

Figure 12-6. Executing Distribution-Equipment Release Priority System (ERPS)

(2) The management of equipment distribution is a complicated process primarily used for allocating equipment, analyzing force capability, programming, budgeting, and as the link to correctly “growing” Army documentation. For ammunition, distribution planning for items in short supply is accomplished by the Committee for Ammunition Logistic Support (CALS), co-chaired by ODCSLOG and ODCSOPS. Distribution is generally accomplished in DAMPL sequence. The CALS meets twice each year and allocates supplies to the MACOMs for the upcoming six-month period. The MACOMs in turn sub-allocate down to the retail level.

h. Total Asset Visibility (TAV). Army Total Asset Visibility (ATAV) is a capability, which integrates data from automated systems and provides commanders/logisticians with information on location, quantity, condition, and movement of assets. It is a fully automated, near real time, open architecture capability which is migrating to be Defense Information Infrastructure /Common Operating Environment compliant under the LIDB. TAV has visibility of over 1.4 million Army NSNs (6.0 million DOD NSNs) and provides related logistics data to users throughout the Army and DOD. It has been successfully used during operations in Somalia, Rwanda, Haiti, Operation Joint Endeavor (OJE)/Joint Guard (OJG) and Task Force Eagle/Falcon (TFE/TFF) to track assets. The Army has identified ATAV as the authoritative source for obtaining Army logistics data in support of joint programs, i.e., Joint Total Asset Visibility (JTAV).

(1) Lateral redistribution/procurement offset. ATAV is being used today to provide visibility of assets internal to the Army and across Service/DLA lines for use in utilizing assets for redistribution and procurement offset from the wholesale levels.

(2) ATAV client server prototype (ACSP). ACSP migrates ATAV from a mainframe-based remote access ATAV capability to a regional, server-based architecture. This prototype is currently operational in the U.S. Army, Europe (USAREUR). The intent of ACSP is to provide an initial GCSS-A management module functionality to selected areas of responsibility. ACSP will also support corps and theater materiel management center and distribution management center analytical requirements. This prototype will allow for the smooth integration of ATAV capability into the emerging GCSS-A Management Module. The vision is to evaluate emerging technologies, develop plan for application in GCSS-A and LIDB, and develop vision in support of *Joint Vision 2020*.

(3) Automatic identification technologies (AIT). ATAV is supported by a suite of AIT for improved source data automation and tracking items from wholesale through critical transportation nodes to destination. This will help provide near, real-time accurate asset and logistics information and visibility. AIT will be implemented for multiple uses throughout Army logistics. The current suite of AIT includes: linear and two-dimension bar code printing and scanning, radio frequency (RF) identification, and contact memory buttons. Areas being implemented include: Ammunition/AIT Integration; CONUS Power Projection and Support Platforms; and AIT for IBCT. Maintenance AIT (RF) is currently being prototyped. Concept development is underway for the use of smart buttons in maintenance.

(a) Ammunition/AIT.

1 LIA in partnership with the MTMC, AMC, CASCOM, USAREUR, the United States Army, Pacific (USARPAC), and industry is leveraging commercial technology by applying AIT to the ammunition business process. A pilot integration effort depicted below was completed in July 1998, and the program is being expanded to include the remaining tier I and tier II depots, three additional ammunition supply points (ASP) in Europe, three ASPs in the Pacific Theater, and two ammunition ports on the West Coast.

2 Ammunition/AIT integration provides total asset visibility of Class V materiel as it is transported in containers from the depots through MTMC ports and on to ASPs in the theaters of operation. AIT is a family of data capturing devices designed to provide rapid and accurate acquisition, retention, and retrieval of source data. It includes a variety of read and write data storage technologies used to process asset identification information. AIT also encompasses the hardware and software required to create the devices, read the information on them, and integrate that information with other logistics information. AIT devices can be interrogated using contact, laser, or RF devices. At the shipping depot, information obtained from those interrogations is fed electronically into automated information systems for updating status records and preparing shipping documentation. RF tags and 2-D bar codes attached to shipping containers will be "burned" or populated with essential data and accompany the shipped items throughout their journey to the receiving ASPs. Interrogators at each node will update ammo managers throughout the logistics pipeline.

(b) CONUS Power Projection and Support Platforms. Efforts are underway to install AIT (RF) at the FORSCOM Power Projection Platforms and Power Support Platforms, class I vendors, commercial transportation hubs, and ASPs.

(c) IBCT. Install AIT (RF) at Fort Lewis, WA, in support of the IBCT deployment and sustainment operations, provide training and initial operational capability (IOC) support to the IBCT.

(d) Maintenance AIT. Efforts are underway to integrate AIT into the maintenance process to provide source data automation, enhancement of the maintenance process, and tracking through Standard Army Maintenance System (SAMS) and ULLS of maintenance actions from wholesale through transportation nodes to retail maintenance repair points. Concept development is continuing to utilize a smart button on the partnership for reduced O&S costs, engine (PROSE) for tracking the repair history of an item from cradle to grave.

(e) Computer Automated Transportation Tool (CATT). The CATT provides tools for generating standard DOD supply, transportation, and shipping documentation. It is designed for use in organizations which are required to ship materiel within the DOD transportation system but have no automated systems in place to support production of the required supply and transportation documentation or AIT media. CATT operates in a personal computer (PC) environment and provides the full power of a 4th generation language (4GL) relational database management system (RDBMS) to accomplish immediate search, retrieval, and reporting functions. It is a fully integrated AIT platform consisting of bar code scanning and printing, and capabilities RF tag. It incorporates freight consolidation and shipping functions to support the redistribution, redeployment or retrograde of materiel. CATT can be configured to operate standalone or on a local area network (LAN) for multi-user access.

1 CATT produces the following documents:

- Military Shipment Labels (MSL - DD Form 1387). Also produces the new two-dimensional MSL.

- Issue Release/Receipt Documents (IRRD - DD Form 1348-1A).
- Transportation Control and Movement Documents (TCMD - DD Form 1384).
- Packing lists.

2 CATT supports DOD AIT and in-transit visibility/total asset visibility (ITV/TAV) initiatives through the following functions:

- Writes and reads linear and two-dimensional bar code labels.
- Writes and reads RF tags in JTAV format.
- Populates the regional in-transit visibility (RITV) fusion centers.

SECTION IV STANDARD SYSTEMS

12-9. Defense standard systems.

There are a number of defense standard systems necessitated by the ever-increasing language of codes and formats readable by the computer, the supporting communications equipment, and the human operator. Items requisitioned by a single Army unit may be supplied by GSA, DLA, the commodity commands of AMC or any of the other military departments, thus the need for standard codes and formats. DLA has been assigned the responsibility for administering the 10 DOD standard systems generally referred to as the Defense Logistics Management Standards Office (DLMSO).

a. Military standard requisitioning and issue procedures (MILSTRIP). These procedures prescribe the uniform code and data elements to be used in requisitioning and issuing supplies. Within the DOD, a single line item requisition is used. Each requisition is for one specific item. The form and format are fixed, but some of the data elements may be manipulated and other data elements added may produce a variety of documents essential to supply operations. Common documents thus produced are requisitions, cancellations, supply status, shipment status, follow-up answers, materiel release orders, confirmations, and denials. Much of the information contained in these documents is the same. For example, each document contains the NSN, quantity, requisitioner, priority, funding data, etc. These procedures permit the requisitioner to say what he or she wants, and provides the supply system with the necessary documents for processing the request. AMC is the Army focal point for MILSTRIP.

b. Uniform Movement and Materiel Issue Priority System (UMMIPS). In the issue and movement of supplies it is necessary to determine the relative importance of competing requisitions. Priorities are determined by the force activity designator (FAD) and the urgency of need. Each unit in the Army is assigned a FAD based upon its relative position on the DAMPL and its present deployment, that is, positioned for combat, in combat, in support of troops in combat, etc. The urgency of need refers to the unit's need for the particular item being requisitioned, that is, a repair part to get equipment off deadline, stock replenishment, etc. The application of these two factors produces a total of 15 priorities. UMMIPS establishes time standards based on priority. From requisition to receipt, the standards are:

Table 12-1.
UMMIPS time standards

<i>Requisitioning</i>	<i>Unit Location</i>
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<i>Priority</i>	<i>United States</i>	<i>Overseas</i>
01-03	7 days	11-12 days
04-08	11 days	15-16 days
09-15	28 days	67-82 days

These time standards are further subdivided for each activity involved in the supply and movement of materiel, that is, NICP, depot, transportation agencies, etc.

c. Military standard transportation and movement procedures (MILSTAMP). This system is designed to manage, control, and document materiel (including personal property, exchange, and commissary) moving in the DTS and clearly define the responsibilities of shipping, clearance, terminal, and receiving activities. MILSTAMP is structured to interface directly with MILSTRIP and to support the movement criteria prescribed by UMMIPS. It functions through a discipline of uniform documentation procedures, formats, data elements and codes, and data transmission time standards. It also supports the performance-assessment requirements of MILSTEP through in-transit data collection and the inventory visibility requirements of the Services and agencies. AMC is the Army focal point for MILSTAMP.

d. Military supply and transportation evaluation procedures (MILSTEP). The basic tools for evaluating the strategic system are the MILSTEP reports. This system of reporting uses the uniform data elements produced by MILSTRIP and MILSTAMP as a database to produce the various MILSTEP supply and transportation reports. To produce these reports, a reduced version of the computer history file for each commodity command is extracted onto tape and forwarded to LOGSA. The supply effectiveness reports display such things as: the percentages of requisitions on which stock was available, the number and age of back-ordered requisitions, and the number of stock numbers causing back orders. Using this same database, other reports are generated to evaluate depots, NICPs, and AMC's overall performance in key functional areas. AMC is the Army focal point for MILSTEP.

12-10. Department of the Army standard systems.

Just as it is necessary for DOD to establish military standard systems to be used by all of the military departments, the Army establishes standard systems for use by its various elements. The overall concept for Standard Army Logistics Systems (SALS) embodies standard systems in every functional area. Many systems that will be included under the SALS concept are currently being developed and tested. The Army has developed a number of standard logistics systems. There are two standard systems developed and used by AMC that are a part of SALS. They are the Commodity Command Standard System (CCSS), which is used to support the NICPs; and the Standard Depot System (SDS), used to support depot operations.

a. Direct Support System (DSS). AMC serves as executive agent for DSS. The ALOC is a refinement of DSS and is used to airlift selected repair parts to designated overseas units. DSS was developed with the following objectives:

- Reduce intermediate stock levels overseas and at CONUS installations.
- Reduce the value of stock in the pipeline.
- Maintain or improve supply responsiveness and expend fewer resources through use of improved computer, communications, and container technology.

- Change existing procedures as little as possible.
- Maintain readiness.

(1) DSS–ALOC provides for direct supply of materiel from the strategic distribution depot to the direct support unit (DSU). This bypasses overseas general support and break-bulk points and CONUS installation supply activities. The DSU requisition is passed to the strategic supplier through the intermediate level and the Defense Automatic Addressing System (DAAS).

(2) DAAS is a worldwide computerized activity that acts as a message center. It automatically routes supply documents between requisitioners and the various supply activities. This routing is done on a near real-time basis and rarely is a supply document delayed more than a few minutes. The requisition is routed to the NICP who orders the appropriate distribution depot to ship the item. The distribution depot moves the item to the consolidation/ containerization point (CCP), located at the distribution depot, for consolidation with other supplies destined for the same DSU. Depending on volume, consolidation point personnel load a container for one unit or a number of units situated in the same geographic area. The container is loaded for ease of unloading and once closed at the CCP is not opened until it arrives at its destination. If all supplies in the container are for one DSU, the destination is that DSU. If supplies are for multiple DSUs, the destination is a drop point (a designated unit) within the geographical area and other units come to this point and pick up their supplies.

b. CBS–X. The CBS–X is the official Army asset position for selected Army equipment. The objective is to provide accurate, timely, and auditable worldwide asset positions at property book level of major end items of equipment and furnish the Army with an official inventory Figure for equipment procurement and distribution decisions.

c. Logistics Intelligence File (LIF). The LIF, maintained by LOGSA, is the Army's only database that consolidates worldwide supply and transportation pipeline data. It was originally created to monitor the performance of DSS–ALOC, but has evolved into the primary source for up to date logistic management information. It provides visibility of individual requisitions and shipments as they move through the logistics resupply channels. All Army requisitions on the strategic system except bulk petroleum products are recorded in the LIF. Customers can access LIF records using remote query procedures or by other conventional communication means. The LIF incorporates Unit Movement Visibility (UMV), Battlefield Distribution System (BDS), and interfaces with AIT such as RF Tag. Transportation information and RF Tag data is received from the source and posted to LIF database. Requisition and all other MILSTRIP documentation that flows through DAAS are routed to LOGSA for posting to LIF. This includes status documents, materiel release orders, confirmations, and backorders, etc. Each month a complete performance evaluation of DSS–ALOC is prepared and distributed worldwide. It contains individual unit activity performance reports as well as summary data for overseas commands, CONUS and MACOMs. LOGSA also maintains the Army-wide Materiel Returns Database, Central Demand Database and the Airlift Clearance File. Information contained in these databases is readily available as special and recurring reports.

d. Tailored systems. The Army currently employs a set of logistics systems that are each tailored to specific areas.

(1) The Standard Army Ammunition System (SAAS) supports tactical ammunition management and storage operations to produce accurate and timely Class V information during peacetime, contingency, and wartime operations on a highly mobile battlefield.

(2) SAMS is used to manage maintenance operations at the installation and in all tactical units.

(3) Standard Army Retail Supply System - Objective (SARSS-O) supports retail supply management operations. It consists of four integrated systems (SARSS-1, SARSS-2AD, SARSS-2AC/B, SARSS-Gateway). SARSS-1 is used for customer service and warehouse operations in GSU/DSU supply activities. SARSS-2AD is used for supply management at division and separate brigade and regiment. SARSS-2AC/B is used at materiel management centers at the corps and theater level in the Active Army, Army National Guard, and U.S. Army Reserve. SARSS-Gateway provides the capability through improved communications and advanced automation techniques to place orders on the source of supply (SOS) the same day they are produced by the customer and to provide asset visibility of all assets that are available within a specified geographical area. SARSS Gateway is a relational database that interfaces with existing Army STAMIS to provide a near real-time supply system to unit level supply and maintenance activities.

(4) ULLS consists of three applications (ULLS-G, ULLS-A, ULLS-S4). ULLS-G is located at company level for The Army Maintenance Management System (TAMMS) and prescribed load list (PLL). ULLS-S4 is found at company, battalion and brigade S-4. The ULLS-A is found at aircraft flight companies and AVUM/AVIM units. ULLS automates the logistics to include aviation, for unit supply, maintenance and materiel readiness management operations; prepares unit supply documents, maintenance management records, and readiness reports. It operates in all components of the Army (Active Army, Army National Guard, and U.S. Army Reserve)

(5) Standard Property Book System–Redesign (SPBS–R) is used for property accountability at battalion and higher levels in the tactical environment and at the installation/TDA levels. It automates overall property accountability/asset visibility functions. It creates master hand receipts which allow the ULLS to generate automated sub-hand receipts to the user level. Property accountability is maintained within SPBS-R, while asset data is passed to the next higher level for asset visibility and management.

(6) Department of the Army Movement Management System-Redesign (DAMMS-R) is divided into seven modules/subsystems (shipment management module (SMM), to include controlled movements, movement control team (MCT) operations subsystem, mode operations subsystem, highway regulation subsystem, convoy planning subsystem, operational movement programming subsystem, and transportation addressing subsystem (TAS). DAMMS-R is used to plan, schedule, and track the shipment of equipment and assets (containers) used for shipping equipment via air, ground, and sea. Shipment location is tracked and reported until a shipment reaches its destination. This system is scheduled for replacement by TC AIMS II, which is a joint Service system being developed by Army.

(7) AFMIS and FS-2000 automates management of food service and subsistence supply operations at the troop issue subsistence activity (TISA), installation food advisor (IFA), and the dining facility operations (DFO). The TISA module tracks issues, receipts, sales, reorders, and storage. The IFA module produces reports on dining facility operation and menus. The DFO module assists the dining facility manager in menu planning, production scheduling, inventories, headcount, and requisitioning. AFMIS/FS-2000 currently interfaces with Defense Subsistence Management Information System (DSMIS), Standard Army Financial Inventory and Accounting Reporting System (STARFIARS), and the Subsistence Total Order and Receipt Electronics System (STORES), the Joint Subsistence Prime Vendor Food Ordering System.

(8) TOPS is a joint Service system which has the capabilities to automate, streamline, and coordinate virtually every aspect of handling personal property shipments to include counseling, outbound, inbound, non-temporary storage, and quality assurance, and ends

duplication of effort and documentation. The system is a network of computer systems located at a personal property shipment office (PPSO). Each site has a telecommunications link to central switching (SWITCHER), a site at MTMC, Alexandria, Virginia that serves as a data sorting and distribution point.

(9) The central issue facility (CIF) module of the ISM provides a standardized Army-wide, automated, user-friendly system for the receipt, storage, issue, exchange, and turn-in of authorized OCIE at Army installations. A standard automated CIF system is needed to support peacetime operations and deployment/redeployment of soldiers in support of both military operations and military operations other than war. The Army must field an automated CIF system, worldwide which is capable of outfitting soldiers with needed OCIE in time to meet deployment schedules while maintaining property accountability. The CIF module improves property accountability and inventory management. The module will allow CIF personnel to provide better support to soldiers and improve management.

e. Initiatives. Many of the legacy systems mentioned above were designed and developed based on old 1960's technology, i.e. data exchange via floppy diskette and modem, standalone workstations, fragmented/stove-piped, not dependent on constant communications, MILSTRIP, MILSTRAP data formats, just to name a few. These systems have served the Army well, but in an era of rapidly changing requirements and technology, many have reached the end of their life-expectancy. As the Army moves forward to transform into a more agile, lethal, and versatile force, it must transform itself to distribution-based logistics, by reconfiguring logistics and reengineering logistics systems by leveraging information and communication technologies that exist today and tomorrow. The logistics systems tomorrow must:

- Enhance deployability.
- Help reduce the logistics footprint in the battlespace.
- Reduce total obligation authority.

Ultimately the Army envisions a single, seamless, integrated logistics system that provides accurate and real-time information and, improves overall responsiveness and situational awareness. There are many initiatives underway to modernize and streamline logistics.

(1) *GCSS-A.* GCSS-A, is the Army's enterprise logistics systems, to eventually replace aging legacy systems. It is being designed to support the Army CSS mission area which includes the battlefield support functions of arming, fixing, fueling, manning, moving, and sustaining soldiers and their systems. GCSS-A will establish interfaces with other CSS automated information systems (AIS) so that users can gain access to information and exchange operational data in the areas of personnel, medical, finance, training, and unit administration. The databases and processes of the application programs will accommodate system operations in a distributed, shared data computing environment. There are three tiers to GCSS-A that are being developed simultaneously:

Tier 1—Tactical retail environment. This tier will produce a set of integrated modules to replace the existing legacy tactical logistics systems.

Tier 2—Wholesale/retail integration.

Tier 3—Joint interoperability requirements. The tactical-retail tier of GCSS-A will feed logistics information into the CSSCS to provide commanders with up to date real time logistics situational awareness

(2) *WLMP.* WLMP involves modernizing the Army's information management system for wholesale logistics and restructuring business practices to meet the needs of today's and tomorrow's Army. It is characterized as a non-materiel IT solution that is outsourced to private

industry. The Army is purchasing a service, not a system. WLMP focuses on the modernization of current legacy systems, CCSS and SDS.

(3) *LIDB*. The LIDB is the Army's reengineering initiative to integrate all of its logistics data into one relational database. The LIDB stores wholesale and retail historical information and provides real time status of Army readiness, requisitions, supply, maintenance and asset information to customers worldwide. The LIDB will work with GCSS-A to ensure one vision, one product, one database becomes a reality. Integration of LIDB with GCSS-A via seamless data transfer will reduce the amount of time soldiers spend sending data to higher echelons.

(4) *TC AIMS II*. TC AIMS II is the Army's deployment planning/execution and in-theater transportation and distribution system that will eventually facilitate the movement of personnel, equipment, and supplies during peace and war and, provides the source data to enable data visibility of forces from home station up to the National Command Authorities (NCA) via the Joint Operation Planning and Execution System (JOPES).

(5) Movement tracking system (MTS) will incorporate digital maps in the vehicles and allow two-way satellite messaging thereby allowing the transportation coordinator the ability to talk to the driver of any truck, regardless of location, without having to put up antennas or involve more soldiers. MTS will be adaptable to future incorporation of radio frequency technology, automatic reporting of vehicle diagnostics, and other features that support intransit visibility.

SECTION V FUNDING

12-11. Appropriations.

Congressionally approved funds and the Army budget structure are divided into appropriations, which support both the Active Army and Reserve Components. For logistics management purposes, these appropriations can be addressed in two categories; procurement appropriations and operations and maintenance appropriations.

a. Procurement appropriations are used to buy all major items and other selected end items. Selected end items with a unit price in excess of \$25,000 are purchased with procurement appropriations.

b. Operations and maintenance appropriations support day-to-day operations. It pays for such things as training; spare and repair parts; selected end items with a unit value of less than \$3,000; unit and major item depot maintenance; and administrative and associated activities. The operations and maintenance appropriation is allocated by Department of Army to Army commands based upon their mission and the importance of that mission to the Army. These funds are referred to as consumer funds. Between consumer funds and the procurement appropriations, the field commander purchases all of his or her secondary items.

12-12. AWCF

National logistics operations, support costs for secondary items are funded by the AWCF. The AWCF, an element of the Defense Working Capital Fund (DWCF), was established by OSD beginning in FY 97, following Congressional concerns over the Defense Business Operating Fund (DBOF). The AWCF incorporates the commercial or business operations previously managed within the individual revolving funds (Stock Fund and the Industrial Fund) into a single

revolving or business operations fund. The AWCF is designed to provide a more effective means for controlling the costs of goods and services and a more flexible way of financing and accounting for those costs; to create and recognize contractual relationships between the activity and its customers; to enhance the effective acquisition and use of manpower, materiel, and other resources; and to support the performance budgeting concept by facilitating budgeting, reporting, and control of costs of secondary items. Simply, this means that the cost of providing a product or service "the cost of materiel and logistics support" is passed on to the customer, as in private industry. The payments by Army and other DOD customers (and other government agencies and private concerns as authorized) provide the capital to replenish the AWCF. The AWCF is an integral part of the DOD team, providing support services that are essential to the success of the operating forces. The AWCF is assigned to the command and control of AMC, which is responsible for managing their functional and financial performance. The four activity groups that make up the fund are:

a. Supply Management, Army (SMA). This activity group operates on a buyer-seller relationship basis, buying from industry and maintaining through depot and general support level maintenance, assigned stocks for sale to its customers - primarily to Army operating units. The availability of this materiel impacts the equipment availability, operational readiness, and the warfighting readiness of Army units. Until implementation of SSF the SMA activity consisted of a wholesale division (AMC) and retail division (MACOMs). Under SSF, the two are merged into one national fund, which is subdivided according to commodity and assigned to major subordinate commands of AMC. This activity group also manages the Army's pre-positioned war reserves. The SMA activity also funds the inventory control point logistics support expenses. The prices for items purchased by the consumer cover the acquisition cost plus the cost of supply operations and transportation. On a fiscal year basis, the SMA has a total operating cost authority (OCA), which limits the total amount of supplies and equipment that can be purchased and/or repaired. That OCA is earned at the national level through sales to consumers. The SMA incorporates the funding procedures needed to purchase supplies in advance from industry for stockage so that items are available upon requisition.

b. Depot Maintenance. The Depot Maintenance activity group gives the Army the capability to repair, overhaul, and upgrade weapon systems and equipment; to store and distribute ammunition, war reserve materiel, and other selected items; and to provide tenant support to other AMC, Army, and DOD activities. The Depot Maintenance Group both competes with and partners with private industry to deliver goods and services efficiently and effectively.

c. Ordnance. The Ordnance activity group produces conventional and chemical munitions, manufactures large-caliber weapon system components, and provides stockpile management. The group's activities are managed by OSC, a major subordinate command of the AMC. The OSC serves all branches of the DOD, providing the industrial capability for the manufacture, renovation, and demilitarizing of materiel--specifically of howitzers, gun tubes, mounts, mortars, grenades and smoke rounds, gas masks, and tool sets and kits.

d. Information Services. The primary mission of the Information Services activity group is to provide for the development and operational sustainment of automated information systems and software. The group's mission covers a broad range of services, including requirements definition and analysis, system design, development, testing and integration; implementation support; and documentation services. In addition, this activity group provides customers with approved commercial sources for the purchase of small and medium s-sized computers, hardware, software, and support services.

SECTION VI

SECURITY ASSISTANCE

12-13. Security Assistance (SA)

SA is a group of programs authorized by the *Foreign Assistance Act (FAA) of 1961*, the *Arms Export Control Act (AECA)*, as amended, and other related statutes. These programs include: Foreign Military Financing (FMF) and the International Military Education and Training (IMET) Program, which are grants; and the FMS Program, which is cash or financed purchases. Through these programs, the United States provides defense articles, military training, and other related services to allied and friendly foreign countries in furtherance of national security.

a. Responsibilities.

(1) The Secretary of State is responsible for the overall supervision and general direction of the SA program. The primary responsibility of the Secretary of Defense is to determine military equipment and training requirements, and to procure and supervise the use of equipment by each recipient country. The military departments execute and manage their portion of the SA program under the general direction of the Defense Security Assistance Agency (DSAA). They also provide technical support and information for use in negotiations on acquisition and co-production agreements that will ultimately affect their plans and programs.

(2) The President determines which foreign countries are eligible to purchase defense articles, training, and other services from United States' sources. Purchase requests from foreign countries of major items of equipment are sent to the U.S. Embassy with copies to Department of State, DSAA, and the military departments. Purchases of parts and other nonmajor items can be addressed directly with the military departments. Congress must be notified of any offer to sell defense articles and services valued at \$50,000,000 or more, major defense equipment valued at \$14,000,000 or more, and design and construction services valued at \$200,000,000 or more.

(3) The ARSTAF SA responsibilities are to develop and issue overall policy and program guidance. Operations are assigned to MACOMs. The major SA policy player in the ARSTAF is the Deputy Under Secretary of the Army (International Affairs) (DUSA(IA)). The DUSA(IA) coordinates the development and issuance of Army-wide SA policy in coordination with the DCSOPS, Deputy Chief of Staff for Personnel (DCSPER), Deputy Chief of Staff for Intelligence (DCSINT), USACE, Judge Advocate General (JAG), and the various agencies within the Army Secretariat. The SA responsibilities of the various DA Staff elements are focused on overall program guidance with coordination of the various functional areas a prime responsibility of the Director for Security Assistance. The operational aspects of the SA program including management of FMS cases, FMF, and IMET are assigned to MACOMs. AMC, as the Army executive agent, is responsible for the operational aspects of approved FMF (except training and design and construction services) and military assistance programs (MAP). TRADOC manages the operational aspects of FMS training at CONUS/OCONUS schools, and IMET programs.

(a) The Director for Security Assistance (DUSA(IA)) is the principal ARSTAF spokesman and ARSTAF proponent for SA. He or she is responsible for SA policy and procedural guidance. He or she has direct access to and interacts with the VCSA, the Under Secretary of the Army, the other members of the Army Secretariat, OSD, other Military Departments, agencies, commands, and activities relative to SA matters. He or she has Chief of Staff tasking authority over all ARSTAF agencies, MACOMs, and field activities on matters pertaining to SA. As the DA Staff spokesman for SA, he or she is responsible for providing

policy and guidance to the Army executive agent and other agencies or MACOMs for SA when required.

(b) AMC is the Army's principal agent for supplying FMS materiel, fulfilling its responsibilities through USASAC. USASAC, working with other AMC elements, develops the necessary data to consummate sales and supervise their execution. This operational responsibility extends from the initial long-range planning, which involves the development of requirements for materiel and services, to the signing of agreements, coordination of all aspects of support, delivery of the goods and services, and completion of final accounting. USASAC is the focal point between the U.S. Army and friendly nations, ensuring that actions remain on course throughout the life cycle of the SA process.

(c) USASAC oversees AMC's participation in the Munitions Control Program. This program involves the development of Army positions on commercial export license applications for the export of military items, technical data, and services to foreign countries. Export license applications, commonly called munitions cases, pertain to the export of defense articles and services, or technical data, described in the U.S. Munitions List contained in the Department of State's International Traffic in Arms Regulation (ITAR). The Department of State and the Office of the Deputy under Secretary of Defense (Trade Security Policy) (ODUSD (TSP)) refer certain export license applications to the Army for evaluation. The objectives of this evaluation are: (1) to control the export of classified or critical technology for which the United States has the technological lead, and which has the potential to significantly threaten U.S. national security if provided to certain foreign governments; (2) to provide the Army position on the effect of proposed exports on national security; and (3) to control export sales that could interfere with Army programs. Through coordination with appropriate AMC technical elements, USASAC provides a recommended position on whether particular export license applications should be approved.

b. Coproduction. Another facet of USASAC's Security Assistance responsibilities is coproduction, which encompasses any program which enables an eligible foreign governmental organization, or designated commercial producer, to acquire substantial "know-how" to manufacture or assemble, repair, maintain, and operate a specific system or individual military item. The "know-how" furnished by the U.S. is on a reimbursable basis and may include research, development, production data, and/or subassemblies, managerial skills, procurement assistance, or quality control procedures. Coproduction may be limited to the assembly of a few end items with a small input of in-country produced parts, or it may extend to a major manufacturing effort requiring the build-up of capital industries. As in the case of conventional military sales and associated supply support arrangements, the co-production programs perpetuate utilization of items common to U.S. forces, thereby promoting rationalization, standardization, and interoperability.

SECTION VII

SUMMARY AND REFERENCES

12-14. Summary

a. This chapter addressed the nature and structure of the Army logistics system. It is a large, complex system that must be properly orchestrated if it is to perform to expectations. The DCSLOG is the conductor, with overall responsibility to assure that the individual pieces fit together and operate in harmony, one with the other. To do this, the DCSLOG establishes broad

policies and procedures, and monitors and guides the development of standard logistics systems for use at all echelons.

b. The Army's strategic logistics system is operated by the AMC through its MSCs to fulfill the Army's need for strategic support. The Army's materiel requirements are divided into commodity groupings with each commodity command assigned one or more of these groupings. The commodity commands collectively determine the Army's requirement, procure or overhaul necessary assets, position them in the appropriate depots, and issue in response to the Army's needs.

12-15. References

- a.** Joint Publication 4-0, *Doctrine for Logistic Support of Joint Operations*.
- b.** Army Regulation 12-1, *Security Assistance—Policy, Objectives, and Responsibilities*.
- c.** Army Regulation 60-10, *Army and Air Force Exchange Service General Policies*.
- d.** Army Regulation 220-1, *Unit Status Reporting*.
- e.** Army Regulation 700-4, *Logistics Assistance Program*.
- f.** Army Regulation 700-127, *Integrated Logistic Support (ILS)*.
- g.** Army Regulation 700-138, *Army Logistics Readiness and Sustainability*.
- h.** Army Regulation 750-1, *Army Materiel Maintenance Policy and Retail Maintenance Operations*.
- i.** Field Manual 63-11, *Logistics Support Element, Tactics, Techniques, and Procedures*.
- j.** Field Manual 100-10, *Combat Service Support*.
- k.** Field Manual 700-80, *Logistics*.